

4-1-1951

Special Libraries, April 1951

Special Libraries Association

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Special Libraries

Business Division Issue

Including

A Business Library Within a Public Library
ROSE L. VORMELKER

The U. S. Tariff Commission Library:
A Research Collection
CORNELIA NOTZ

A Study of a Business School Library
LORNA M. DANIELLS and ROBERT W. LOVETT

and

SLA 42nd Annual Convention
Preliminary Program

Vol. 42, No. 4, April, 1951

Special Libraries Association

New BUSINESS BOOKS

The Law of Labor Relations

By Benjamin Werna. This book tells you exactly what the law allows, what it requires, and how it applies in hundreds of typical situations that arise in labor-management relations from the moment a union seeks representation to the consummation of the contract, operation under the contract, and review. The board rulings and court decisions pertinent to each case are given, and the book is fully indexed. Here at last is a comprehensive, practical reference where you can quickly find the law and the authorities on your particular case. \$3.75

Economic Resources & Policies of the South

By Calvin B. Hoover & B. U. Ratchford. Based on the extensive research done for the National Planning Association's Committee of the South, this book presents 20-year statistics on the South's population trends, natural resources, banking and public finance, manufacturing, education, exports, and all other aspects of its economy. Current policies on price supports, the use of natural resources and other issues are analyzed in the light of all the facts, and alternative policies suggested. \$5.50

Movies for TV

By J. H. Barton. A guide for both the technician and the program director, this book explains the principles of transmitting movies over TV, the operation of each piece of equipment needed, and the types of films that are most successful on TV, including practical discussions of what is good and what to avoid in commercials, newsreels, animation, titles, special effects, backgrounds and props, on-location shooting, and color. \$4.65

Planned Packaging

By Harry Jones. This book shows the many possibilities of increasing sales through package design, with many examples of modern successful innovations in closures, dispensers, protective coverings, packaging for self-service or ease in handling and shipping and other features that contribute to the convenience, utility, or economy of the product as well as design and copy that increase eye- and sales-appeal. \$7.50

THE MACMILLAN COMPANY, 60 Fifth Ave., New York 11

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Special Libraries

OFFICIAL JOURNAL OF THE SPECIAL LIBRARIES ASSOCIATION

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New York 18, New York

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*Indexed in Industrial Arts, Public Affairs
Information Service, and Library Literature*

The articles which appear in SPECIAL LIBRARIES express the views of the authors, and do not necessarily represent the opinion or the policy of the editorial staff and publisher.

SPECIAL LIBRARIES published monthly September to April, with bi-monthly issues May to August, by The Special Libraries Association, Publication Office, Rea Building, 704 Second Ave., Pittsburgh 19, Pa. Address all communications for publication to editorial offices at 31 East Tenth Street, New York 3, N. Y. Subscription price: \$7.00 a year; foreign \$7.50; single copies, 75 cents. Entered as second-class matter February 5, 1947, at the Post Office at Pittsburgh, Pennsylvania, under the Act of March 3, 1879. Acceptance for mailing at special rate of postage provided for in the Act of February 28, 1925, authorized February 5, 1947.

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THREE IMPORTANT NEW BOOKS FOR COMPANY LIBRARIES

● APRIL ●

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By WILLIAM F. WHYTE, Professor, New York State School of Industrial and Labor Relations, Cornell University.

A success story of human relations, told through the lives of individual men—management and workers—who fought to a deadlock, and then discovered that their differences could be resolved with a victory for both sides. Here is a vivid projection of some of the most basic problems of human relations within the business order. "Mr. Whyte combines rigorous scientific investigation with a warm, human style in his labor-management research . . . it is a big day for the reader when he gets both."—STUART CHASE.

\$3.50

THE STRUCTURE OF LABOR MARKETS

Wages and Labor Mobility in Theory and Practice

By LLOYD G. REYNOLDS, Professor of Economics, Yale University.

This book promises to become a landmark in the development of wage theory. Here a leading economist presents the first full-scale study of a local labor market that effectively analyzes wages and labor mobility *together* and examines the relation between them. A *must* for every economist, it will be equally valuable to all employers and personnel workers concerned with determination of wage rates in the labor market.

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SUCCESSFUL RETAILING

A Handbook for Store Owners and Managers

By ARTHUR TREMAIN, Retail Store Manager, Montgomery Ward & Company.

An authoritative and encyclopedic guide to the fundamentals of retailing success—for anyone from the young clerk to the experienced executive. Written from the author's 28 years' experience in the field, the book covers every phase of store management in detail. "A carefully planned and detailed tour of the modern retailing scene led by an experienced and competent guide."—FREDERICK G. ATKINSON, Director of Personnel and Industrial Relations, R. H. Macy & Co.

\$4.95

Recently Published

SELECTING AND INDUCTING EMPLOYEES

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By GEORGE D. HALSEY, author of "Handbook of Personnel Management."

A comprehensive desk manual invaluable for everyone in employment work. "Contains a wealth of valuable information and suggestions in this vital area."—A. F. KINDALL, Personnel Director, Filene's.

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Please Mention Special Libraries When Answering Advertisements

Special Libraries Association 42nd Annual Convention

June 18-21, 1951

Headquarters — Hotel Lowry, St. Paul, Minnesota

PRELIMINARY PROGRAM

THE SPLENDID COOPERATION of the Division chairmen, Division and Section Program chairmen, and local Convention Program representatives has made it possible for the Convention chairman to assemble the following nearly-complete program so far in advance of the Convention. Last year's experiment of printing the program in the April issue of the magazine indicated that the members appreciate having the details as early as possible.

Because of the many cultural and industrial attractions available in the Twin Cities it has been possible to mold a diversified program of informative and technical meetings, rich with eminent authorities in many fields, interspersed with visits to a few of the many industrial plants in the area. In addition, there will be visits to some of the fine college libraries in the vicinity. In order to assure a full and complete program, each available half-day has been divided into two parts, making it possible for each Division to have two meetings in a half-day period, or one long meeting, as the need may be. There is much Association business vital to the entire membership to be discussed this year, and all members are urged to attend as many of the general sessions as possible.

Monday evening has been reserved for special dinners and the "Get-

Acquainted" reception. There will be a dinner for those members attending their first convention, and one for the Division chairmen. The Chapter Relations dinner is for all Association and Chapter officers, including the Chapter presidents, Bulletin editors, and others. The "Get-Acquainted" reception at the James Jerome Hill Reference Library, just a two-minute walk from the Headquarters Hotel, will be more than just a reception. Refreshments and a lively program of entertainment are planned. It is the intention of the committee that everyone will have a good time and come away having new friends and knowing old friends better. Another function to which the entire Convention membership is invited will be the tea given by the Minnesota Historical Society in the Society's building on Capitol Hill on Wednesday afternoon. On Thursday evening the Hotel Lowry ballroom will be the scene of the much-talked-of Smorgasbord. An air of informality and joviality will reign, and plenty of good food and entertainment are promised.

It is believed that every member who attends the Convention will benefit from it both professionally and culturally. It will be mostly serious, but there will be fun, too.

FREDERIC C. BATTELL, *Chairman*
1951 Convention Committee.

The Executive Board will meet on Sunday, June 17, 1951, at 9:30 A. M. for an all-day session. The meeting is open to all interested SLA members.

(There will be an informal Get-Together for early arrivals in the Hotel Lowry, Sunday, June 17, at 7:00 P. M.)

Monday, June 18

Morning

9:00-10:20 A. M.

PLACEMENT POLICY ROUND TABLE

10:40 A. M.-12:00 Noon

FIRST GENERAL SESSION

Mrs. Elizabeth W. Owens, presiding

Invocation: The Rev. Thomas J. Shanahan, librarian, St. Paul Seminary

Introduction of Guests: Mrs. Owens

Address of Welcome: Governor Youngdahl

Reply: Frederic C. Battell, President, Minnesota Chapter, SLA

President's Annual Report: Mrs. Owens

Résumé of Exhibits: Ruth M. Jedermann, Exhibits Chairman

12:00-1:30

GROUP LUNCHEON FOR ALL MEMBERS

Afternoon

1:30-4:30 P. M.

Trip to Ford Motor Company Plant; College of St. Thomas Library; St. Paul Seminary Library; Macalester College Library; College of St. Catherine Library and Library School, St. Paul

ADVERTISING DIVISION

Methods Clinic. Research Library Procedures. Moderator, W. F. Toensing, Brown & Bigelow Library, St. Paul

BIOLOGICAL SCIENCES DIVISION

Library Problems. Round Table Discussion. Moderator, Marjorie Henderson, State University of New York Medical Center, Brooklyn, N. Y.

Interlibrary Loans, Photoduplication, Types of Readers, Estelle Brodman, Army Medical Library, Washington, D. C.

Mechanizing the Library, Miles Conrad, Library of Congress,

Washington, D. C.

Medical and Dental Indexes, Alice McCann, Schools of Medicine and Dentistry, University of Pittsburgh

Reference Tools (not including medical and dental), Karl A. Baer, Army Medical Library, Washington, D. C.

BUSINESS DIVISION

Symposium on Public Relations

The Second Mile, Cornelia Notz, Librarian, U. S. Tariff Commission, Washington, D. C.

Everybody on Stage, Sarah Wallace, Administrative Assistant and in Charge of Public Relations, Minneapolis Public Library

FINANCIAL DIVISION

Evaluation of Business Services
Panel Discussion. Speakers to be announced.

HOSPITAL AND NURSING DIVISION

Nursing Library Problems. Panel Discussion. Speakers to be announced.

INSURANCE DIVISION

Selling Your Library to Management, Alma C. Mitchell, Librarian, Public Service Electric and Gas Company, Newark, New Jersey

MUSEUM DIVISION

Visit to the the University of Minnesota Art Gallery and Library; University of Minnesota Natural History Museum; and Minneapolis Public Library Art Department and Museum

NEWSPAPER DIVISION

Visit to St. Paul Dispatch Pioneer Press Library followed by Business Meeting in *Dispatch* auditorium

PUBLISHING DIVISION

Business Meeting

Round Table Discussion. Subject to be announced.

SCIENCE-TECHNOLOGY DIVISION

Section Meetings

Metals Section

Services and Publications of Technical Societies. Papers by:

N. Imogene Copps and E. C. McClintock, Engineering Library, University of Virginia, Charlottesville

Dr. Iver Igelsrud, Librarian, Battelle Memorial Institute, Columbus, Ohio

Moirra C. Jones, Librarian, Aluminum Laboratories, Ltd., Kingston, Ontario, Canada

Petroleum Section

Gas Abstracts of the Institute of Gas Technology, Lorraine Ciboch, Librarian, Institute of Gas Technology, Chicago, Illinois

Funny Names—Petroleum Industry Jargon. Speaker to be announced.

Pharmaceutical Section

A Research Man's Concept of the Library. Speaker to be announced.

How Unlisted Drugs is Produced, Winifred Sewell, Librarian, E. R. Squibb & Sons, Brooklyn, N. Y.

Foreign Sources of Pharmaceutical Information, Ernest F. Spitzer, Librarian, Charles Pfizer & Co., Brooklyn, N. Y.

Library Headaches. Round Table Discussion. Lois Bacon, Librarian, Sterling-Winthrop Research Institute, Rensselaer, N. Y., Chairman

Public Utilities Section

Labor Saving Applied to Magazine Circulation, H. E. Bumgardner, Supervisor of the Library, The Detroit Edison Company, Detroit, Michigan

Book Selection. Panel Discussion. Speaker to be announced.

Section Business Meetings

Chemistry

Engineering-Aeronautics

Metals

Petroleum

Pharmaceutical

Public Utilities

TRANSPORTATION DIVISION

Meeting at Great Northern Railway

Evening

6:30-8:00 P. M.

Dinner for those members attending their first SLA Convention. Presiding, Grieg Aspnes, Librarian, Brown & Bigelow, St. Paul and SLA President-Elect

Dinner for Division Chairmen. Presiding, Sara M. Price, Librarian, The Port of New York Authority. SLA Division Liaison Officer and Chairman, Division Relations Committee
Chapter Relations Dinner. (Informal dinner for Association and Chapter officers and committee members.) Presiding, Margaret P. Hilligan, Librarian, General Mills Research, Minneapolis. SLA Chapter Liaison Officer and Chairman, Chapter Relations Committee

Get-Acquainted Reception. James Jerome Hill Reference Library. Entertainment and refreshments. All SLA members urged to attend. (8:00 P. M.)

Tuesday, June 19

Morning

8:00-9:00 A. M.

GROUP BREAKFAST FOR ALL MEMBERS

9:00 A. M.-12:00 Noon

EXECUTIVE BOARD AND ADVISORY COUNCIL OPEN MEETING. All SLA members are urged to attend.

12:00 Noon-1:30 P. M.

GROUP LUNCHEON FOR ALL MEMBERS

Afternoon

1:30-4:30 P. M.

Trip to Hamm's Brewing Company, St. Paul

ADVERTISING DIVISION

A New View of Library Research in Industry. Speakers to be announced.

Panel Discussion:

Betty Carlson, Librarian, *Advertising Age*, Chicago, Ill.

Beulah Jacks, Librarian, Caterpillar Tractor Company, Peoria, Ill.

Betty Dumbauld, Librarian, Meredith Publishing Company, Des Moines, Iowa

BIOLOGICAL SCIENCES DIVISION

Business Meeting

FINANCIAL DIVISION

Problems Clinic. Leader, Marian E. Lucius, Librarian, Price, Waterhouse and Company, New York
Newspapers and Magazines: Procedures for Making Information More Readily Available

Government Documents: Acquisition, Cataloging, Housing, and Discarding

Foreign Trades Materials: Methods of Handling

Defense Regulations: Filing and Subject Headings Procedures

GEOGRAPHY AND MAP DIVISION

Business Meeting

Round Table Discussion. Subject to be announced

HOSPITAL AND NURSING DIVISION

Reading for Special Groups

Reading for Alcoholics, Dr. Gordon R. Kamman, Specialist in Psychiatry and Neurology, Deputy Commissioner of Mental Health for Minnesota, St. Paul

Reading for Psychosomatics. Speaker to be announced.

Business Meeting

INSURANCE DIVISION

Methods Meeting

A program sponsored by Northwestern National Life Insurance Company, Minneapolis

MUSEUM DIVISION

Visits to American Swedish Institute, and to Minneapolis Institute of Arts; Gallery Tour and Talk

NEWSPAPER AND PUBLISHING DIVISIONS

What's New in Microphotography? Edward N. Jenks, Manager, Library Services Department, New York Times

Progress in the Use of Microfilmed Newspapers, Ralph Shoemaker, Librarian, *Louisville Courier-Journal and Times*

PUBLISHING DIVISION (see NEWSPAPER)

SCIENCE-TECHNOLOGY DIVISION

Business Meeting

TRANSPORTATION DIVISION

Methods Clinic

Business Meeting

Evening

6:00-10:00 P. M.

ADVERTISING DIVISION

Dinner and Business Meeting at Lee's Highland Village Inn

BIOLOGICAL SCIENCES AND HOSPITAL AND NURSING DIVISIONS

Dinner Meeting. Radioactivity at Bikini (illustrated), Dr. A. A. White, Minneapolis, Consultant at Operation Cross Roads, 1946, and at Resurvey of Bikini Lagoon, 1948.

FINANCIAL DIVISION

Dinner Meeting. Problems in Publishing and Editing Financial and Advisory Services, William Darling, Assistant to the Vice-President in Charge of Sales, Standard & Poor's Corporation, New York

HOSPITAL AND NURSING DIVISION (See BIOLOGICAL SCIENCES)

MUSEUM DIVISION

Dinner Meeting

Walker Art Center—Gallery Tour and Talk (7:45-9:00 P. M.)

NEWSPAPER DIVISION

Dinner Meeting. What's Your Information Rating? Chester M. Lewis, Chief Librarian, *New York Times*
The Newspaper Library: Arsenal of Facts for Psychological Warfare. Speaker from U. S. Department of State to be announced.

PUBLISHING DIVISION

Dinner Meeting. Program to be announced

SCIENCE-TECHNOLOGY DIVISION

Dinner Meeting. The Challenge to Business Papers, Tom C. Campbell, Editor, *Iron Age*

Wednesday, June 20

Morning

8:00-9:00 A. M.

GROUP BREAKFAST FOR ALL MEMBERS

9:00-12:00

Trip to Swift and Company, South St. Paul

ADVERTISING AND PUBLISHING DIVISIONS

Brown & Bigelow Plant Tour

BIOLOGICAL SCIENCES and HOSPITAL AND NURSING DIVISIONS, and PHARMACEUTICAL LIBRARIANS

Trip to Mayo Clinic, Rochester, Minnesota

(Buses Leave Lowry Hotel,
St. Paul, 9:30 A. M.)

12:00 Noon

Luncheon, Mayo Foundation House
Welcome, Thomas E. Keys, Librarian, Mayo Clinic

Response, Florence A. Cooksley, Chairman, Biological Sciences Division

How Statistics Came to Biology, Dr. Joseph Berkson, Head, Division of Biometry and Medical Statistics, Mayo Clinic

Analecta Psychiatrica, Dr. Howard P. Rome, Consulting Psychiatrist, Section on Neurology and Psychiatry, Mayo Clinic

Discussion and Other Business

Tour of the Mayo Clinic (3:00 P.M.)

(Buses Return to St. Paul,
4:00 P. M.)

9:00-10:20 A. M.

BUSINESS DIVISION

Round Table Discussion. *Expediting, Checking-In and Filing Releases from N.P.A., E.S.A., D.P.A. and Other New Government Agencies Business Meeting*

FINANCIAL DIVISION

Business Meeting. Chairman, Elizabeth D. Knapp, Wall Street Division, New York University

10:30 A. M.-12:00 Noon

GEOGRAPHY AND MAP, MUSEUM, and TRANSPORTATION DIVISIONS

Maps, Dr. Louis H. Powell, Director, Science Museum of the St. Paul Institute.

HOSPITAL AND NURSING DIVISION (see BIOLOGICAL SCIENCES)

INSURANCE DIVISION

Business Meeting

Report of "Insurance Book Reviews"

9:00-10:00 A. M.

MUSEUM DIVISION

Business Meeting

(see GEOGRAPHY AND MAP)

NEWSPAPER DIVISION

Breakfast as guests of the Minneapolis Star and Tribune

The Minneapolis Star and Tribune's Concept of a News Library, William P. Stevens, Assistant Executive Editor, Minneapolis Star and Tribune

Tour of Minneapolis Star and Tribune (10:30 A. M.)

Visit to the News Library (11:00 A. M.)

PUBLISHING DIVISION (see ADVERTISING)

9:00 A. M.-12:00 Noon

SCIENCE-TECHNOLOGY DIVISION

Chemistry Section

Subject Indexing in Chemistry Libraries, Dr. Jerrold Orne, Director of Libraries, Washington University, St. Louis, Missouri

Engineering-Aeronautics Section

Dr. Ray L. Zwemer, Executive Secretary, National Research Council, Washington, D. C. Subject to be announced.

SOCIAL SCIENCE DIVISION

Social Welfare Public Administration A Special Library in the Field of State Public Administration and Legislative Reference. Speakers: Louis C. Dorweiler, Jr., Director of Research, Minnesota Legislative Research Committee
Alfred F. Angster, Field Services Unit, Minnesota Division of Social Welfare

TRANSPORTATION DIVISION (see GEOGRAPHY AND MAP)

Afternoon

12:00 Noon-1:30 P. M.

GROUP LUNCHEON FOR ALL MEMBERS

1:30-4:30 P. M.

Trip to General Mills Betty Crocker Test Kitchens; General Mills Flour Mill, Minneapolis

SPECIAL LIBRARIES ASSOCIATION — PRELIMINARY CONVENTION PROGRAM

St. Paul, Minnesota — June 18-21, 1951

	Breakfasts 8:00-9:00	Morning 9:00-12:00		Luncheons 12:00-1:30	Afternoon 1:30-4:30	Evening 6:00-10:00
SUNDAY JUNE 17		EXECUTIVE BOARD MEETING			EXECUTIVE BOARD MEETING	Informal Get-Together for Early Arrivals
MONDAY JUNE 18		Placement Policy Round Table (9:00-10:20)	First General Session (10:40-12:00)	Group Luncheon for all SLA Members	Ford Motor Company Plant Trip; St. Paul Colleges Advertising Biological Sciences Business Financial Hospital & Nursing Insurance Museum Newspaper Publishing Science-Technology Metals Petroleum Pharmaceutical Public Utilities	First Conventioneers' Dinner Division Chairmen's Dinner Chapter Relations Dinner Get-Acquainted Reception
TUESDAY JUNE 19	Group Breakfast for all SLA Members	Executive Board and Advisory Council Meeting		Group Luncheon for all SLA Members	Hamm's Brewing Company Plant Trip Advertising Biological Sciences Financial Geography & Map Hospital & Nursing Insurance Museum Newspaper & Publishing Science-Technology Transportation	Dinner Meetings Advertising Biological Sciences & Hospital and Nursing Financial Museum Newspaper Publishing Science-Technology
WEDNESDAY JUNE 20	Group Breakfast for all SLA Members	Swift & Company Plant Trip, South St. Paul Advertising & Publishing Biological Sciences, Hospital and Nursing & Pharma- ceutical Librarians. (All day trip to Mayo Clinic, Rochester, Minn.) Business Financial Geography & Map, Museum, and Transportation Insurance		Group Luncheon for all SLA Members	Betty Crocker Test Kitchens and General Mills Flour Mill Trip Advertising & Publishing Twin Cities Tour Geography & Map, and Transportation Insurance Museum Newspaper Science-Technology & Social Science	SMORGASBORD
THURSDAY JUNE 21	Group Breakfast for all SLA Members	Second General Session ANNUAL BUSINESS MEETING		Group Luncheon for all SLA Members	ANNUAL BUSINESS MEETING (Continued)	
FRIDAY JUNE 22		EXECUTIVE BOARD MEETING			EXECUTIVE BOARD MEETING	

12:00 Noon-4:30 P. M.

ADVERTISING and PUBLISHING DIVISIONS

Luncheon Meeting

Panel Discussion: *New Problems in Library Research*. Speakers to be announced.

Tour of the Twin Cities—Plant Visits

GEOGRAPHY AND MAP and TRANSPORTATION DIVISIONS

Early Maps Used by Voyageurs and Early Travelers in Minnesota, Grace Nute, Research Associate, Minnesota Historical Society

INSURANCE DIVISION

Luncheon and Program Sponsored by the St. Paul Fire and Marine Insurance Company, St. Paul. Speaker to be announced.

MUSEUM DIVISION

Luncheon and Tour of State Capitol Building

Visit to Minnesota Historical Society Library and Museum

Talk by John Rood, sculptor

TEA FOR ALL CONVENTION DELEGATES, Minnesota Historical Society, Host (4:00-5:00 P. M.)

NEWSPAPER DIVISION

Luncheon

Welcome to Delegates, Professor Ralph D. Casey, Director, School of Journalism, University of Minnesota

Symposium, Problems of Personnel and Training. Speakers:

Blanche Davenport, Librarian, *The Christian Science Monitor*

Charles Brown, III, Librarian, *Minneapolis Star and Tribune*

Professor Edward B. Stanford, Assistant Librarian and Associate Professor of Library Studies, University of Minnesota

Professor Edwin H. Ford, School of Journalism, University of Minnesota, Chairman

Visit to Heggen Memorial Library and School of Journalism Library

Symposium, Importance of Problems of Providing Special Research and Reference Material in Newspaper

Libraries. Speakers:

Professor J. Edward Gerald, School of Journalism, University of Minnesota

Joseph Molloy, Librarian, *Philadelphia Inquirer*

Milton Prensky, Director of Editorial Research, *Pathfinder Magazine*, Washington, D. C.

Panel Discussion

PUBLISHING DIVISION (see **ADVERTISING**)

SCIENCE-TECHNOLOGY and SOCIAL SCIENCE DIVISIONS

Documentation. Panel Discussion. Dr. Verner W. Clapp, Chief Assistant Librarian, Library of Congress, Washington, D. C., Chairman. Other speakers to be announced.

3:30-4:30 P. M.

SCIENCE-TECHNOLOGY DIVISION—ENGINEERING AERONAUTICS SECTION

Speakers to be announced

Government Documents and Reports Dealing with the Field of Electronics

Technical Publications of Industrial Concerns

Aeronautical Data Plus Electronic Tracking as a Part of Research

SOCIAL SCIENCE DIVISION (see **SCIENCE-TECHNOLOGY**)

TRANSPORTATION DIVISION (see **GEOGRAPHY AND MAP**)

Evening

7:30 P. M.

SMORGASBORD

Thursday, June 21

Morning

8:00-9:00 A. M.

GROUP BREAKFAST FOR ALL MEMBERS

9:30 A. M.

ANNUAL BUSINESS MEETING
(All-day session)

Friday, June 22

10:00 A. M.

EXECUTIVE BOARD MEETING. ALL-DAY SESSION. Open to all members.

A Business Library Within a Public Library

Miss Vormelker is Head, Business Information Bureau, Cleveland Public Library, Cleveland, Ohio.

IN A RECENT DISCUSSION GROUP, I am told, the question was asked, "What really caused the fall of Rome?" The answer given was, "They had no business information bureau in their public library." This may have carried the responsibility of a business library within a public library pretty far, but did it?

Our great endowments for art museums and libraries, for research in science and medicine, for great universities and other symbols of culture and social service were made possible in the past through profits from business acquired largely through the individual initiative of its entrepreneurs. Today foundations are being endowed to provide facilities for research that business itself may progress, for individual initiative no longer suffices. Business men know they cannot function by hunch and by guess. Executives and workers alike must have accurate information upon which to base their decisions and actions. They have always needed it, but today's shrinking world and continually changing conditions make it essential as never before. Libraries have held the answers to many of their problems, but a new key is needed to unlock them and many more answers need to be made available. Business leaders and college professors are exhorting present and future business men to learn from the experience of others recorded in books and periodicals. Melvin Anshen refers to library research as one of management's basic tools.¹

¹ Anshen, Melvin. *An Introduction to Business*. Macmillan. 1942. p.150-161.

Public and special librarians have a greater stake in this picture than some may realize. Suffice it to say here that upon the public library, especially one in an industrial center, rests the responsibility to provide the best business information possible for the business and industrial needs of its community.

This is not to be interpreted to mean the public library's business service can take the place of the special library in a private corporation. Experience shows that quite the contrary is true. But it can—and does—make the special library more effective in its own organization. When the corporation librarian has available not only the specialized collections within his firm but also the more extensive public library collection, intelligent use of which is assured by his own expert knowledge, he automatically saves time, money and space for his firm. Ray G. Simmons, executive vice president and general manager of Meldrum & Fewsmith, Inc., Cleveland, Ohio, went on record to include this application as one of the reasons the Meldrum & Fewsmith library had "increased the overall efficiency" of his organization when he said, "It [the Meldrum & Fewsmith library] brings the resources of the public library much closer to the men of the organization—and at a great saving in their time."¹ Others have gone so far as to say "All I need is a qualified librarian to use the public library's business information service for us."

By the same token business service can win for the library considerable

¹ Simmons, Ray G. "Why We Value Our Agency Library," In: *Advertising Agency and Advertising and Selling*, vol.43, p.73, April 1950.

prestige and significant support from that segment of the population for whom business information in the public library is still a novelty. The man or woman whose value to his firm was enhanced because he wasted no time in obtaining an elusive fact or figure when urgently needed, or who benefited financially because of action taken based on information obtained in the business library, or whose selection of a job was the result of careful study of corporation and other data put at his disposal, will always think of the library as a vital part of his working equipment and be vocal about it when his support is needed.

Two Schools of Thought on Business Service in a Public Library

There are two schools of thought on how far business service in a public library can go. In Newark, New Jersey, under John Cotton Dana's direction, Sara Ball pioneered, and Marian Manley has been developing, the business branch idea, where emphasis is on current materials and service primarily of a quick reference nature. Being housed in a separate building in the business district has a definite public relations value with business men. The branch can call upon or refer to its own Main Library and also the great libraries in New York for detailed research. It can work out technical procedures on the basis of what seems most expeditious to the branch without reference to other parts of the library system. Its independence assures flexibility of "rules and regulations."

Cleveland found itself in a very different situation. Its Main Library, with the second largest public library collection in the country, was already located in the business district. Furthermore, there are no great libraries with business resources within its vicinity upon which it may draw for business research. It, therefore, has pioneered in providing a business service within the framework of its main building. After a year of study, planning and prepara-

tion, during which objectives and procedures applicable to the Cleveland situation were determined, the Business Information Bureau was opened—strategically located between the Library's Technology and Sociology Divisions.

While it was obvious that certain resources already in the library would comprise the nucleus of the business information collection, and other data heretofore not procured would be added, the way was left open to make use of many overlapping fields in the other subject divisions. Radio and television, economic studies of industry, labor and industrial relations, current biographical data of business leaders, success stories of business, the graphic arts, and business English are a few such overlapping subjects on which the combined resources of the Sociology, Technology, History, Fine Arts, Philosophy, Literature and General Reference Divisions can be summoned to supplement the Business Information Bureau's material when needed. Over a hundred newspapers from as many cities here and abroad and approximately 500 general periodicals are similarly made available through the Newspaper Room and Brett Hall, the general periodical division.

Assembling and Organizing Material

Assembling and organizing these additional materials, and putting them to use, required many of the same techniques which special librarians in corporations, working similarly within the framework of an organization, have found necessary. That goes without saying. The location within the Main Library building has the disadvantage of inadequate space—but the advantages far outweigh this disadvantage. In today's world one never knows when the answer to a current question may involve the use of materials which only a large library would be justified in keeping. Now there is an increasing demand for information on how certain problems were met and worked out following World War I and World War

II. Attorneys advising clients on handling of mortgages under inflationary conditions find significant help in the data assembled about similar cases in Germany and France during their post-war inflation periods. The sources for these data are the files of periodicals, special reports and documents of thirty years ago. In the Cleveland set-up these can be made available within a matter of minutes. It is the special library approach which is characteristic of all the subject divisions in the Cleveland Public Library which makes it work, however.

From files of data which extend years back one jumps to those not yet in print. Here again special library techniques are utilized for discovering and indexing hard-to-find information—such as names of specialists in certain subject fields willing to be consulted on their specialty, or reports of research in progress but not yet published. The same methods are applied also to many non-book types of material so well known to the special librarian. I refer to the clippings from eight daily newspapers, current releases and announcements of forthcoming releases from official bodies, corporation reports and analyses, services—of all types; e.g., letter, legislative and regulatory, abstract, commercial and financial services, employe handbooks, trade association data, house organs, market studies, documents from governments—here and abroad—trade magazines, sales manuals, trade catalogs, and reports from university and other research bureaus, private companies and research foundations. Their nature demands expansion, adaptation and, above all, flexibility of technical processing.

To find where they exist requires familiarity with tools, terminology and contacts related to business in addition to the bookman's tools. More, much more, could be said about the nature of materials in the collection and their processing—but let's get on to their actual use in service.

Who are the Bureau's Clients?

An analysis of the Bureau's clients shows them to be a cross section of the community's business and industrial workers: accountants and auditors, advertisers, advertising agency research workers, attorneys, brokers, business executives, consultants for management and labor, consumers, factory managers, government agency employes, insurance and real estate men and women, internal revenue investigators, investors, job seekers, labor representatives, market researchers, newspaper columnists, office workers, personnel relations directors, planners for industry, production engineers, public utility executives, publishers, radio broadcasting personnel, research economists, retailers, salesmen, small shop owners and business men, statisticians, students, time study chiefs, trade association executives, trade periodical editors, typographers, union officials, university professors, and many others. These inquiries for spot information and specific books, and requests requiring more detailed reference or research service come from individuals and firms—both in and out of Cleveland. They arrive by telephone, by letter, by telegram or in person. Between five and six times as many are made by telephone and letter as in person.

With the decentralization of industry greater demands are made direct by the firms themselves and also through the libraries in the smaller communities throughout the state—libraries which have had no opportunity to develop similar resources.

A surprising number of requests are directed here from individuals and firms located in cities which have some, if not all, of the materials needed. In such instances the Bureau offers the beginnings of a bibliography or a few pertinent references and refers the writer to his home town library. At the same time a copy of this correspondence is sent to the librarian there to give him an opportunity to know of the inquiry and how it was handled. In

one such case the librarian was quite amused, for the inquiry sent to Cleveland was from a member of her board and his office was across the street from his own library. His explanation: "Never expected you to have such business data in your little library."

Universities and colleges everywhere have increased the number of courses offered in the fields of business organization and management, but their library resources in these fields have not kept pace. Saturdays, therefore, find students and professors from out-of-town schools making use of the more comprehensive resources in the Bureau. Librarians of these schools and colleges likewise seek help in selection of materials for their expanded needs.

What These Clients Want to Know

Statements on resources are like words without music until you learn what is asked of them and how they are used. The demands made fall into several very definite types:

(a) *Specific facts or figures such as these:*

What are the names of iron and steel plants in Europe and in South America?

Who is the first vice president of the Federal Reserve Bank of Chicago?

What is the tonnage of the S.S. *Wm. Luckenback*?

What was the market quotation on the Waldorf System on July 6, 1946?

What was the exchange value of Canadian money from 1926 to date?

What is the National Management Council?

What were the annual sales of Union Carbon & Carbide Company recently?

How much nylon or other synthetic fabrics have been consumed from 1945 to date?

Which employment services in Cleveland make technical placements?

What was the cotton consumption for apparel in the United States from 1926 to 1950?

What was the price of platinum in 1937?

Where is the Thor Corporation?

What was the cost of living index before World War II and what is the most recent figure?

(b) *"How to do it" type which represents the confidence which Cleve-*

landers and others place in the printed page as a practical tool in giving them a needed blueprint for action. In this category fall requests for:

How to start a parking lot business

How to establish and operate a filling station

How to teach a job

How to plan employe discussion groups

How to arrange a display in a grocery store

How to set up accounts for a building contractor

How to write a good collection letter

How to prepare freight for shipment abroad

How to make out a job application

(c) *Literature searches and compilation of bibliographies:*

In contrast to the type of reference question cited above are those involving literature searches and other extensive research. Only a limited amount of this can be done but a good start is often made in outlining for clients the procedures such problems necessitate. When a group of people may be affected by the result of this research the library naturally is more fully justified in spending time on it than if only one individual is involved. Literature searches have been made and bibliographies compiled on government procurement, on pros and cons of the Great Lakes-St. Lawrence Waterway, on quality control, on frozen food lockers, on job evaluation, on air freight transportation, and on industrial training for industrial mobilization, to name but a few.

(d) *Research type:*

These represent problems which require examination or study of many sources. Some examples:

Who were the leaders in retail merchandising during the period when John Wanamaker and Marshall Field were building their reputations?

What has been the result of sharing information with employes in so far as morale is concerned? Also, has there been any noticeable change in their opinion concerning corporation profits?

History and development of advertising clubs in the United States.

How much money is spent annually for

products and services used exclusively by women? Wouldn't the total figure indicate a "big business?"

To what extent has the feasibility of underground manufacturing plants been explored?

On occasion the services of our staff have been requested for extensive research on a fee basis.

(e) *Conference type:*

The Bureau is frequently called upon for guidance in organizing business libraries in industry and in other libraries; for help in adapting classification systems to specialized groups of material; for suggestions for speakers on business management subjects; for ideas on how the services may be used by special groups; e.g., older workers, the handicapped, and others.

How the Services are Used

Although every question is considered a confidential matter between the Bureau and the person asking it, a number of clients have been generous in reporting back the use to which the information was put and with what results. Said one recently, "We secured a tax refund of \$40,000 on basis of data procured there." Another said, "that helped me obtain a government contract." Other uses mentioned have been the planning of more efficient production, checking personal or clients' securities holdings, compiling mailing lists, preparing data for collective bargaining contracts, decoding cablegrams, setting up accounting systems for special fields, writing newspaper columns, accumulating documentary evidence for law suits, preparing advertising copy and for many other important needs.

Making the Resources Known

Public relations is an essential activity of this business library within a public library and one constantly to be kept in mind. It is a truism that service plus vision always sells and therefore is the most potent factor in public relations. But in this day of scattered populations and decentralization of industries some further means for making services known are essential.

Traditional means used here include giving talks before various organized groups in business, industrial, professional, civic, educational, and even social circles; displaying exhibits on timely subjects on the initiative of the library and in cooperation with conventions, institutes, conferences, trade shows, or other meetings; writing articles for trade, professional, commercial, and local papers and periodicals; participating through exhibits and preparation of special lists of references for as many special weeks, nationally observed, as possible, e.g., World Trade Week, Life Insurance Week, International Printing Week; serving as member or guest on local civic committees, and in professional and business organizations.

The official bulletin, *Business Information Sources*, however, has been the Bureau's greatest public relations medium. This is published from four to six times annually. Each issue, devoted to a subject of current business interest, is a list of references to books, periodicals and special reports, annotated and arranged so as to form a brief survey or syllabus of the subject. Recent issues have covered quality control, corporation reports, social insurance and other fringe benefits, government procurement, industrial training.

The use made of these bulletins is often surprising. One firm used the issue on state industrial directories to urge the legislature of the only state in the Union not having an industrial directory to provide the necessary appropriation for such a publication. The American Society of Training Directors has purchased copies to supply each of its members with the issue on industrial training. A public relations firm on the West Coast ordered 500 copies of the Marshall Plan issue. Library schools use it in their classes on sources of information. Colleges have developed new courses in their curricula using the bulletin as a basis for their syllabi.

(Continued on page 159)

The United States Tariff Commission Library: A Research Collection

Miss Notz is Librarian, United States Tariff Commission Library, Washington 25, D. C.

WHEN THE UNITED STATES Tariff Commission Library was organized in 1917 there were great hopes of its falling heir to the excellent library left by its predecessor, the Tariff Board, which expired in 1912 when Congress failed to provide the money with which to continue its existence. At first there seemed to be nothing worthwhile left for the Tariff Commission but a few reports of the Tariff Board, a dilapidated set of the *Encyclopaedia Britannica*, an incomplete set of *Statutes at Large* and various almanacs. This then was the nucleus from which the present collection was built.

The initial hurdle encountered was the desire of the Commission's first chairman to limit the collection to a very few shelves. The material was to remain uncataloged and all necessary material was to be borrowed from the Library of Congress. This posed several serious questions, for it was soon found that many publications constituting the tools needed by the Commission's specialists could not be borrowed elsewhere or for any length of time. Thus necessity forced the collection to expand automatically beginning with trade and technical periodicals and basic standards books along the various lines of the Commission's interests. And still no catalog! This lack made the work very difficult. However, it had the advantage that it forced the small staff to develop "library memories." Gradually

a plan was devised which enabled the staff to handle the growing collection speedily, efficiently and satisfactorily for a number of years without a catalog. By this plan the paper work was reduced to only one card record, a combination shelf list, order and accessions book. Incidentally, it served as author catalog for use by the staff. It also contained all necessary information such as call number, order number, accession number, author, title, place, date, pages, source, date of order, date of receipt and price.

Several years later what was left of the Tariff Board's fine but forgotten collection was discovered in an unused and out-of-the-way room of the Library of Congress. In the interval between 1912 and 1917 it had been housed in several different places and various government departments and individuals had shorn it of much of its important material. This dust-covered remnant was carefully checked by the Commission's librarian, and everything usable was transferred to the Tariff Commission. In addition the Library of Congress provided printed catalog cards for everything selected, which was a tremendous help and time saver.

When the cataloging began about 1921, with only one cataloger to do the work, the backlog was so great that the advantages of the alphabetical author list outweighed the disadvantages. As the catalog grew, the corresponding old cards were rearranged in true shelf-list style. In this way the shelf list and the catalog grew up together. The end of this tedious job is at last in sight and

the library has reason to be proud of both its shelf list and its catalog, now that the collection has grown to about 60,000 volumes.

Organization of the Tariff Commission

A word of explanation about the organization of the Tariff Commission: The Tariff Act lists several thousand commodities, on all of which the Commission must furnish factual information. In order to handle this material efficiently the comparatively small group of experts is divided into seven commodity groups: Agriculture, Ceramics, Chemicals, Lumber and Paper, Metals, Textiles, and Sundries, which latter includes a wide variety of miscellaneous commodities; and in addition there are legal, economic, and statistics divisions. In the selection, distribution and discarding of pertinent printed matter and other information the wishes and needs of these divisions are always taken into consideration. Their interests are manifold, such as the tariff and the trade agreements program, foreign trade, economic conditions in foreign countries, statistics, technical and economic problems of various industries, interrelated or competing commodities.

The library was carefully planned to fit into this pattern. Besides its outstanding collection on the tariff which has been consulted by scholars from all parts of the world, the library also contains excellent working material on raw products and manufactures in the fields of chemicals and drugs, textiles, minerals and metals, agricultural products, ceramics, lumber, paper, rubber, shoes and leather, and miscellaneous manufactures. In addition to this there are extensive files on foreign and domestic trade, from 600 to 700 foreign and domestic current serials dealing with economic, technical and trade subjects, and works on economics, law, accounting, foreign and domestic statistics, and legislative reference material including many legislative histories.

The Commission published four bibli-

ographies prepared by the library, namely, *The Tariff, a Bibliography*, 1934 (this was used by universities and colleges in connection with courses on economics); *Reciprocal Trade, a Current Bibliography*, 1937 and 1940; *Raw Materials Bibliography*, 1939. These are supplemented currently on cards. Other current bibliographic material deals with individual tariff problems and an extensive file is devoted to geopolitics. This latter was found very useful in the last World War.

The work of one of the library's special services of which the Commission is justly proud, the Legislative Reference Division, was previously covered in an article in *SPECIAL LIBRARIES* of December 1947.

Selection of Material

Great care is exercised in the selection of material for purchase. Anything likely to be of temporary use is borrowed from the Library of Congress or other libraries, sometimes from out-of-town sources. Purchase requisitions originate in the library or in one of the Commission's divisions and are based on personal familiarity with the material or on reviews. In case of doubt the volume is borrowed and examined by the experts concerned. The Library Committee, consisting of the librarian and two of the Commission's experts, passes on all requisitions. After approval regarding available funds the ordering is done by the Finance Section. There is no appropriation set aside for the library. Whatever is needed is bought if money is available.

Recently libraries have shown considerable interest in simplifying inter-library loan procedure. This problem was faced by the Commission's library in the early days of its history and a plan was evolved and adopted at that time. Because through the years it has been found satisfactory, inexpensive and fool proof, it is still in use at the present time.

(Continued on page 157)

A Study of a Business School Library

Miss Daniels is Assistant Reference Librarian, and Mr. Lovett, Head of the Manuscript Division, Baker Library, Graduate School of Business Administration, Harvard University, Boston, Mass.

LIKE THE SPECIAL LIBRARY in an active business or industrial concern, a business school library is engaged primarily in providing current information, reference and research material for its particular clientele—the students and faculty. If it is part of a large university library, it might also have a secondary obligation to provide a broad historical collection useful to the university as a whole, to visiting scholars, librarians and businessmen. This has been the twofold objective of the Baker Library at Harvard's Graduate School of Business Administration—to develop such an outstanding collection in the field of business and economics that it grows into more than just a library for its students and faculty; it becomes a national research center for the study of business, business history and closely allied subjects.

Baker Library

This specialized collection had its origin within the central library at Harvard. Upon the construction of the Widener Library in 1915, rooms were set aside on the top floor for the use of the Business School, established but a few years before. With the rapid growth of the School and the astounding increase in published literature relating to business, the classroom and library facilities

grew more and more inadequate, and in 1927 the present group of buildings was constructed. The Baker Library, the central building of the group, also houses a portion of the School's classrooms and offices. Additional space is in prospect for the library, once the projected classroom building, to be known as Aldrich Hall, is constructed.

With the transfer of books on business to the new library went also the responsibility for collecting the noteworthy literature on this subject and for building its resources into a distinctive departmental library. This obligation called for many policy-making decisions to provide for a unified library objective and to cover the interrelation of business subjects with the many other closely allied fields, such as economics, history, law and industrial relations. The Harvard Library system includes, besides the central Widener Library, some seventeen departmental and school libraries, fifty-three special and office collections, and eight house libraries; in addition, the Boston Public Library and Massachusetts Institute of Technology are close at hand. It was decided that the College Library would continue to hold the principal collection on economic theory and public policy, and the Business School would collect material in the field of private enterprise. The College Library would also be depended upon for all the congressional hearings, reports and other information about legislation in process, whereas the Law School Library would acquire the statutes, court deci-

sions and briefs, and the Business School Library would cover the effect this legislation had upon the conduct of business affairs. Responsibility for collecting material on industrial relations was divided between two libraries—the Business School Library concentrating on the management aspects of labor and the Industrial Relations Center in the School of Public Administration on union activities. The acquisition of technical material was left to M.I.T.; on the other hand, the Boston Public Library transferred some of its earlier business items to Baker Library.¹

The purpose of these original decisions, however, was merely to delegate specific responsibilities where they most logically belonged, and it was never meant to limit a library in the type of material it acquired. The Baker Library has always tried to keep up with the changing emphasis and needs of the School. The teaching of business law has led to the duplication of some of the statutory material in the Law Library. The growing importance of human relations in business has resulted in an increased demand for books on trade unions, personnel problems and public relations, and a pamphlet file of union agreements, pension plans, wage incentive plans and similar material issued by a small group of companies has been established. Faculty research on such subjects as the effects of taxation on business enterprise has necessitated the acquisition of congressional material which one would normally expect to find only in the College Library.

Thus building upon the nucleus of books transferred to its shelves, the Baker Library is now estimated to contain over 250,000 volumes. This is a rough guess and does not include approximately one million pamphlets, the majority of which are annual reports,

proxy statements and related financial reports of individual companies. Because of the importance of a knowledge of the latest developments in the field of business, the library currently receives over 1500 periodicals and government services, the annual publications of approximately 3500 associations, institutions, organizations and governmental agencies, and the financial reports of some 2900 companies. It keeps up to date a vertical file of miscellaneous pamphlets and reprints, market surveys and bibliographies, and it has a separate file of sample periodicals which have not been added to the collection.

Reading Room

The large Reading Room holds the important reference material, such as encyclopedias, dictionaries, bibliographies, indexes, directories, atlases and financial and statistical services. It also includes current issues of the most used periodicals and the recent bound volumes of a more selected list of journals and government reports. Occasionally shelves are set aside for books of use in a particular course; if circumstances warrant, this procedure could be extended to cover larger subject areas.

With the exception of numerous special collections, which will be discussed later in connection with the School's research program, the majority of the library's material is arranged by its own business classification system¹ within a closed stack. This has been made necessary because of the physical limitations of the building and has brought about a liberal policy in granting special stack privileges to student groups using a large number of books. The card cata-

¹ *A Classification of Business Literature, Prepared by the Library of the Harvard University Graduate School of Business Administration*, New York, H. W. Wilson Co., 1937. \$5. *Industries List, a Classified List of Industries and Occupations, with a Numerical Notation*, 4th edition, 1949. \$1.

Local List, a Classified List of the Geographical and Political Divisions of the Earth's Surface, 3d edition, 1937. \$1.

¹ See Arthur H. Cole, *Guide to the Harvard Libraries for Use of Research Workers in Business and Economics*, Harvard University, 1947. This pamphlet may be obtained through the Widener Library for 50¢.

log is divided into two parts, one by authors and titles and the other by subjects; both sections are arranged alphabetically. Exhibit cases and bulletin boards are placed in strategic locations for periodic displays of historical material, sources of current information and novel guides for the more effective use of the library.

To acquire, prepare and service this specialized collection, the Baker Library has a staff of forty persons; three of these work on a part-time basis. The Public Service Departments account for fifteen of this number, and the Technical Service Departments for twenty-three; general administration requires the services of the other two. Slightly under one half of the staff are professionally trained librarians. Student assistants are used in most departments and they are in charge of the circulation desk evenings and week-ends. Recently, however, some member of the professional staff has been on duty at the reference desk evenings and Saturdays, in addition to the regular hours.

Service to Students and Faculty

It has been stated previously that the primary concern of a business school library is to give service to its students and faculty. Harvard's two-year program toward a degree of Master in Business Administration is taught entirely by the case method of instruction and, although there are no required textbooks, the student is continually being directed to a selected group of books, articles, documents and reference material as supplementary to the study of actual cases. One of the most important opportunities for the library staff is to help the student acquaint himself with the countless sources of information that will be of invaluable service to him all during his working career. During the first year each student is given a lengthy assignment designed to familiarize him with the mechanics of the library and with the many statistical sources for specific industries and companies. Throughout the second year

written reports are required in many of the courses; the subjects are highly specialized and vary with each student. Herein the library and particularly the reference department can be of the greatest assistance by informally discussing the most likely sources of information, by helping the student to search out the less likely places, and by knowing what other libraries in the vicinity might have.

Service to faculty members is no less a prominent part of the library program. It includes compiling selective preliminary bibliographies for projects they are undertaking, routing some 11,000 issues of periodicals each year to those who express a desire to see them, watching for current books and articles of special interest to a particular member of the faculty, borrowing material from other libraries, and generally cutting all red tape so that their work can progress with a minimum of interruptions. The faculty in turn assist the library by selecting the books most needed in teaching their courses, and they are often called upon to make decisions on the acquisition of material about which the library is in doubt.

Service to Other Groups

Within the Harvard Business School family are four other groups the library is especially interested in helping. They are candidates for the degree of Doctor of Commercial Science, the Advanced Management group, the Associates of the School and the many alumni. Briefly noted, the doctoral candidates are given essentially the same privileges as members of the faculty; in fact, the majority of them actually do divide their time between working for a degree and instructing courses, assisting in research or collecting case material. The Advanced Management Program offers an intensive three months' course of study to experienced businessmen whom their companies wish to prepare for promotion. An increasing number of industrial concerns, together with

branches of the Armed Services, are participating in this program.

The Associates are about three hundred and fifty businessmen and firms who have associated themselves with the School to aid its research projects. Alumni continue to have the same privileges they had as students, except that they may not borrow books in active class use. Those living in the vicinity make frequent use of the library's resources, while those at a distance may borrow books by mail.

Most business school libraries are endowed with the potentiality of satisfying much more than the current requirements of a university community. The Baker Library is particularly enriched in this respect by the presence of its many specialized collections. The Kress Library of Business and Economics, for instance, houses one of the finest collections of early business and economic writings. It might well be noted here that the Seligman Library of Economics at Columbia University has the other comparable collection in the United States. The Kress Library concentrates on European literature written before 1850, while a separate collection, the Aldrich Library of Finance, contains early American books and pamphlets on banking, finance and the tariff. Several publications have been sponsored by the Kress Library; among the latest are *Dupont de Nemours on the Dangers of Inflation*, translated by Edmond E. Lincoln (1950), and *Gresham on Foreign Exchange*, by Raymond A. DeRoover, (Harvard University Press, 1949).

Still another essential part of the historical picture is that of the original records of many American and a few foreign companies, which are kept together in the Manuscript Division. Here may be consulted the ledger or journal of some Colonial farmer or storekeeper, or the hundreds of account books and letter books of some nineteenth or twentieth century company. The collection is particularly strong in the records of

textile firms and of New England shipping and railroad interests. A new guide, to replace the one published in 1932, is in process of preparation. Supplementary materials cared for by the Manuscript Division include photographs, representative business forms, broadsides, collections of trade cards and of paper money, and many items suitable chiefly for exhibit. For reasons of convenience, the library's holdings of maps and film and a portion of the School's archives and memorabilia are also housed here. Relations with the Business Historical Society are particularly close, and a number of the Society's publications, such as Thomas R. Navin's *The Whitin Machine Works Since 1831*, have been based upon materials in the custody of the Manuscript Division.

Material relating to the financial aspects of corporations, both historical and current, is located in the Corporation Records Division. A given company's representation here might include files of its annual reports, prospectuses and stock exchange listing statements. The collection is heavily used by the students, faculty and research people alike. Also in the Corporation Records Division is the library's Industrial Relations file, described earlier. One concern for which there is an unusually large amount of material is the Thompson Products Company, of Cleveland, Ohio.

Specialized Collections

In 1944 the first specialized subject collection was established in order to aid research carried on at the Business School in the field of aviation. All books, pamphlets, government documents, serials and reference tools on the business aspects of aviation were assembled in one room and, under the supervision of a special curator, worthwhile literature in this area is constantly being added.

The presence of all of these specialized collections, particularly those devoted to the historical aspects of busi-

ness, makes the Baker Library a natural research center for the faculty and for visiting scholars and research workers. The Harvard Business School carries on many research projects of its own because of its direct relation not only to the effective education of future business leaders but also to the general advancement of the whole business profession. In normal times one third of the faculty devotes its entire time to special work of this nature and the results are published by the School's Division of Research. The library assists in this program by acquiring the outstanding material being published today, and by continuing to strengthen its holdings of historical materials.

Having already described the various services offered to the University community and to other scholars and research workers, we are now ready to consider the ways in which a business school library can help those businessmen not associated with the school. Because of the many obligations mentioned, Baker Library has not been able actively to "court" the use of its material and services. Those who seek out the library in person or by telephone are made to feel most welcome; those who write for specific information or a selective bibliography are always given careful attention. The library has issued for general distribution an average of three bibliographies each year over the past four years.¹

Times such as these present special demands upon the School and the library. The Dean has determined that the School can best be of service to the government through its educational and training programs, through providing fact-finding and analysis services for government agencies, and through supplying members of the faculty for war-

time positions with the government or the armed forces. In carrying out the second objective, a Mobilization Analysis Center has been established in the library. Research projects are assigned to selected members of the faculty; they in turn consult with business executives and government officials concerned with the problem under study. Two members of the library staff are now assisting in this Center: the associate librarian has become its Administrative Officer, and an experienced cataloger is in charge of its special collection. All books are purchased through the library and material that is not of a confidential nature receives full cataloging. The Circulation and Reference Departments are having increased opportunities to be of assistance to individuals working with the group, and it is anticipated that this phase of our work will be greatly expanded in the near future.

The reader probably realizes by now that the Baker Library, in many ways, is not typical of the libraries connected with schools of business. Yet many of its problems are the same as theirs, and the preceding description of how it has met a few of them may be of some assistance to others. A further caution is necessary: any such survey, being static, is quickly outdated. New buildings, new courses, changing conditions in business and government, all will have their effect on the Baker Library of tomorrow.

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¹ A list of titles in the numbered series may be obtained from the Baker Library. Bibliographies are often prepared for special conferences, such as *Individual Initiative in Business* (Harvard University Press, 1950), distributed at a meeting of alumni in June, 1950.

Sun Oil Company Library, Public Relations Department¹

Miss Pyle is Librarian, Sun Oil Company, Philadelphia, Pa.

THIS LIBRARY may hold a special interest since it operates as a functioning part of a public relations program in industry.

Originally, the idea of a library was born of the need to organize a mass of reference material reposing in staff members' offices as well as in vertical files of the public relations department. By their own admission, writers are not orderly folks, and the staff had accumulated material like pack rats. The worst aspect of this situation was that documents hoarded by one staff member were not available to others; indeed, the writer who held them frequently could not find them when needed. The library was created on paper and the librarian employed with the initial assignment of bringing order out of the disorder. It was understood that the scope of the library might ultimately go farther, but development was left until later.

Files Revised

The library came into existence in May 1948. During the next two months the librarian surveyed the materials at hand and laid plans for the job ahead. Then, in July, she tackled the revision of the files, an operation which was not completed until February 1949.

Special care was taken to maintain service while the transition was being made. What had been one file with seven separate alphabetical sections

now was separated into two systems, general correspondence and reference, with one alphabet. By the end of this period the general correspondence files were in working order and, together with the file clerk, were moved to their permanent location in another division of the department.

The reference file in the library has taken shape more gradually because of the necessity for a more detailed listing of its contents and also because of the pressure of other work. For example, subject filing alone has proved too slow a way to locate many of the speeches. Typically, a staff member is more likely to ask for a "speech by Secretary Sawyer given in Boston last Spring" than to ask for the Sawyer speech on "Competition." For a time a descriptive card was typed as a secondary entry under the author's name and cross-referenced on the subject card. This proved too slow, so a partly-printed unit card was devised, to be filled in with the author as main entry. This card includes title, place given, date, subject headings used for added entries, and file location.

The library file contains clippings, pamphlets, correspondence with reference value, maps and other materials found to be useful. Government publications, for which Library of Congress cards are available, will be cataloged and placed on the open shelves.

The library has a special temporary file on Congressional activity, maintained during the sessions of each Congress. Bills and reports are filed by subject with P-slip indexes by author, title, form and number. When the Congress closes its last session, the file is pre-

¹ This article appeared originally in the November 1950 issue of the *Bulletin of the Special Libraries Council of Philadelphia and Vicinity*.

pared for the next Congress—some material is discarded while items of more lasting value go into the reference file or, perhaps, on to the shelves.

File Index

The key to both the correspondence and the library file is a comprehensive and ever-expanding card index which shows the location of materials in either file. It is maintained in duplicate—one in the library and the other with the correspondence file clerk. Considered at first only experimental, this index has proved a great time saver for everyone. The librarian establishes subject headings for both files and frequent informal discussions keep the file clerk and the librarian in close touch with each other's problems.

As far as possible, standard subject headings from the *Bulletin of the Public Affairs Information Service* and *Industrial Arts Index* are used. Subheadings are devised when necessary to fit special needs. The very nature of public relations work creates innumerable problems in inventing subject headings. For example, in the correspondence files, complaints, requests, commendations, acknowledgments, matters of policy have to be made readily accessible. The index serves as its own authority file; cross references, heading sources, and explanatory notes are frequent and ever-increasing. Every card representing a folder heading is stamped to show in which file (correspondence or library) the folder is located. Many headings are found in both files.

Book Collection and Its Scope

As in many special libraries, the book collection is small in comparison to the other resources. Special emphasis has been placed on the reference section, which must be geared for both likely and unlikely calls. So far, the general shelf collection has come mainly from department members. The committee discusses recommendations of fellow staff members and agrees on selections for purchase.

For the book catalog the Dewey

Decimal Classification is used and will be expanded as necessary. Library of Congress printed cards are utilized whenever available. At present special effort is being made to catalog a considerable number of government documents formerly in the files. An annotated monthly list of accessions is published, with an annual cumulation.

In both the files and the book collection, the petroleum industry, business in general, federal legislation and other regulations, and management problems are the main fields of interest. An up-to-date collection of professional literature on public relations keeps staff members abreast of the rapidly developing theories and technique in their field of work.

Department activities are closely reflected in the services and collection of the library. For example, writers assisting company executives with speeches call for anecdotes and quotations. Staff artists come in to locate references to illustrative materials. The publications staff requires source materials of many kinds.

Requests from other departments for information or for loans of materials are filled when possible. No attempt is made to maintain a technical collection, since we enjoy close cooperation with our technical library at Marcus Hook.

Periodicals

Periodical circulation in the library has been conditioned by the needs of one of the department's publications—the weekly *Periodical Highlights*, a digest of pertinent articles in forty-five journals, which is circulated to company management. Nearly every staff member covers certain magazines regularly and prepares abstracts. This coverage precedes regular routing and special requests. To clarify these three types of charges (*Highlights*, routine and special) different colors are used for charge cards and slips for each type.

Organization of Library

The library is now a part of the de-
(Continued on page 156)

Re-Tooling is the Byword in Western Libraries¹

Miss Yearin is a member of the staff of the Lansing Library Service, Oakland, California.

HORACE GREELEY's advice might apply to the special librarian today as it did years ago to the young man seeking his fortune—for the Far West offers many opportunities for special library service. Why is the Pacific region so promising a market for business and industry as well as the libraries that serve them? In many ways the west is the fastest-growing region in the country. In the last ten years its population has increased 46 per cent while the United States gain was only 14 per cent. Total income increased 210 per cent in the west, compared with 160 per cent across the nation. The character of the west has become more urban and more industrial; its industry is more diversified than in any other section. While the growth in population has created a need for more libraries of all types, the increase in industrialization has opened vistas for the special library serving business and industry. Some of our Association's newest and most active business libraries are located in the Pacific Coast states and still other new ones are now in the blueprint stage.

Interviewing Western Libraries

I have just completed a whirlwind tour of some of the libraries serving

business and industry in California, Oregon, Washington and British Columbia. I enjoyed interesting and stimulating "interviews" with about two dozen librarians for aircraft manufacturers, airlines, oil companies, food retailers, public utilities, insurance companies and manufacturers of paper, paint, metals, chemicals and electrical goods. But let me hasten to explain (if you are wondering how business can afford to send its library staff on three-thousand-mile air jaunts, or if you are dubious about my punctuation in putting "interviews" in quotes) that my tour was via air mail rather than airline and my interviews used the medium of paper and pencil instead of sound waves and voice box.

Two questions were uppermost in my mind during these "interviews": (1) How are Pacific Coast business libraries gearing their services to the twin problems of the west's tremendous industrial growth and (2) to the special needs of business operating under an "emergency" or wartime economy. The majority of the librarians reported that western population and industrial growth in the last decade have profoundly influenced their operations and the demand for their services. Some say work load has doubled; some tripled; one overworked librarian who keeps accurate records says the demand for service has increased 200 per cent since before World War II. About half the librarians said the "emergency" economy has already affected their operations—in demand for service, increased work load and type of information needed. Difficulties in procuring metal library equipment are being experienced. One library has

¹ More than two dozen western special librarians made this article possible by sharing with the author their time and library "know-how." If more detailed information is desired, please send your request to her, identifying the activity mentioned in the article, and she will forward it to the library concerned.

gone on a 48-hour week and another librarian reports his library staff is "working harder and longer." Several mentioned that much of their current research and bibliographic work is "top secret," "confidential," or "restricted" because it covers military or government assignments. All agree it is vital to meet the growing demand for service, maintain a flexibility to adapt to fast-changing conditions (often a matter of survival) and supply the special information needed to do business in a controlled economy. This would seem to indicate that western business libraries are close to the pulse beat of the nation.

Adapting to the Changing Conditions

What are these libraries doing to meet the changing conditions? Are they re-evaluating their present operations and services? Are they planning new projects and services? Are they taking steps to make themselves indispensable to those they serve? The answer to these questions is an almost universal "yes." Here are some of the things they are doing:

LAYOUT. Several libraries are moving to new and larger quarters. Others are improving present layout. By studying work flow in the light of work simplification techniques, they have achieved more functional arrangements of equipment—desks, files, stacks and shelving. Some now purchase microfilm copies of journals they retain for future reference to reduce storage space and allow room for more subscriptions to current periodicals. One library has had periodical storage space reduced by other company needs and is weeding back files on the basis of use, local availability and duplication of information elsewhere. One librarian put it succinctly, "The struggle for more storage space and increased reading room goes on..."

PERSONNEL. Although some libraries have already increased their staffs, such increases have rarely kept pace with the work load. Getting management approval and finding additional qualified professional and clerical assistance oc-

cupies the attention of many librarians.

PROCEDURES. A work simplification clinic held in Berkeley last fall was attended by many Pacific Coast business librarians. As a result, several are now enrolled in the fifteen-week University of California Extension course, "Office Systems and Methods Analysis," given by Professor Louis E. Davis. Most librarians realize that work simplification is an exact and scientific technique which must be thoroughly understood before it can be applied with full success. As one modestly said, "I need to study W/S techniques more before I can apply them to our library routines." Others, however, mention applying W/S "informally" with some improvement in performance. Those who are now using or planning to apply W/S aim at simplifying clerical routines such as ordering, checking, routing and circulation; eliminating and consolidating forms; and facilitating work flow.

A San Francisco library is systematically reviewing practices function-by-function. Order and subscription procedures have been improved by introducing multi-copy snapout forms. These forms are extremely flexible and can bring gratifying savings in time and costs. Carbons are already inserted, so five or six copies are made in a single typing. The original of the purchase order or subscription order multi-copy form is signed and sent, in a window envelope, to the vendor. The various copies are filed by vendor, author, title, department for whom ordered; one copy replaces the order card (form is 3x5 inches), another is used by the cataloger for shelf list, another by the biller. Since each copy is a different color, filing is simple and fool-proof.

Business librarians find that small short cuts in clerical routines can bring further savings in time and cost of operation. An example is handling of routing slips for periodicals. One library in Vancouver, B. C. has the lists dittoed in advance on adhesive-backed paper, so they can be readily and unalterably

affixed to the magazine. Another library pre-types the slips, using carbon paper for multiple copies, and staples them to new magazines as received.

A librarian in the Pacific Northwest reports, "We are always on the lookout for new work methods. For some time I have felt that one of the lacks in our Association is an adequate means of publicizing and sharing our improvements in techniques. I have discovered that *American Business* and *The Office* are good sources of ideas." Other sources are *Office Management and Equipment* and *Office Executive* (formerly *NOMA Forum*).

SUBJECT COLLECTIONS. Collections are being adapted to fast-changing conditions. A very active library in Southern California is expanding its coverage from engineering exclusively to business in the broad sense, including production, personnel and administration. This is fairly typical of alert special libraries on the Coast.

Special needs have developed for information on subjects that run the gamut from atomic power to zero readers, including parity and price ceilings, material allocations, government specifications for all types of commodities, military aeronautics, radar, electronics, guided missiles, bomb-proofing records, civilian defense and citizenship. New types of material require special handling. A current problem is how to index and file the hundreds of releases issued by new federal agencies—the orders, regulations, interpretations, directives, their revisions and supplements and press releases from DPA, ESA, NPA, OPS, WSB and countless others.

TOOLS. Business librarians have developed a variety of tools to speed searching and to provide often-needed facts in a flash. They are installing more workable classification schemes and filing systems for abstracts, documents and patents. A library you may read more about in the next few months is using ASM-SLA punched cards with considerable success. Emphasis is being

placed on subject and information files and special indexes to periodicals, reports and other material not found in published indexes. Many are either indexing magazines or clipping them. Press releases about the company and articles by company personnel continue to be consulted frequently. Greater use is being made of union lists and inter-library loans for seldom used publications and marginal data.

KEEPING INFORMED. Obtaining information, as well as disseminating it, is one of the problems of all business libraries. The librarian needs to know his company plans, problems and research projects, in order to anticipate information needs and procure necessary publications in advance. Most libraries receive all management bulletins except confidential ones. One librarian has the advantage of sitting in on management conferences, while another is "lobbying" for this privilege. An industrial librarian keeps advised of new research because the company's technical and correspondence file is under his supervision. Other means of keeping informed are: intra-company memoranda, house organs, news items on bulletin boards. One librarian says, "I ask lots of questions, sometimes get answers."

Another commented, "It is typical of (this) industry to be very cagey about revealing information on plans . . . This is a great handicap to . . . librarians because information is requested for immediate use on which we should have had one or two months' notice . . . to obtain the needed data. This is a library relations problem on which I hope to make some progress during the current year."

PLANS AND REPORTS Although business and industry use periodic plans extensively, the special libraries serving them are just beginning to use this management tool. Some librarians say they do not have time to prepare long-range plans, although they think they should. Others feel that informal lists

for their own use are adequate for planning purposes. As one librarian said, "I make no annual plan, but *any Tuesday* is a good day to start a project!"

One business library is required to make an annual plan outlining operational improvements and new projects. Quarterly progress reports are submitted to management. This planning program is designed primarily to provide each executive with a working tool for evaluating current operations and planning improvements; secondarily, it keeps management informed. This company's librarian says, "Preparing an annual plan does take time. But I strongly believe that this scheduled planning has resulted in more effective operations and the development of useful services."

Most libraries incorporate some plans in their periodic reports of past accomplishments. The trend in these annual or more frequent reports is away from detailed statistics. One presents all statistics in chart form. A few prepare annual budget estimates—some budgets include publications only, others equipment, salaries and overhead.

PUBLICITY. "How do company employees learn about the services available in your library?" was one of the key questions in my interview. Answers reveal that library administrators are very conscious of this problem. Practically all have bulletin boards and issue lists of new material. One library uses attractive posters with book jackets for bulletin boards at the library entrance and in the company cafeteria. This library also sends the most recent booklist and list of magazines available to all new supervisory personnel.

The library is often included in the itinerary of new employees' personal tour of offices, plant and laboratory. Where no such tour is planned, the department manager usually introduces new men to the librarian. Although none of the libraries yet has a booklet for company employees explaining the library's services, at least three are preparing

such brochures. Usually the management policy manual and/or indoctrination booklet contains a brief description of the library's function.

Many libraries have occasional articles in the house organ or employees' paper and a few have a regular page for book lists and reviews. A Pacific Northwest library can boast a regular column, "Answers From the Plant Library" in the weekly magazine. Another in Los Angeles has an effective format for their semi-monthly library page. At the top is a cartoon of the world on legs, being chased by a man. Caption, "Keeping Up With the World" is followed by the title, *In Your Library*. This page offers book reviews and informative reporting on current topics such as how the new social security law affects domestic workers and how to protect oneself in case of atomic attack. The page has stimulated use of the library; there is often a waiting list for material mentioned.

SERVICES offered by most business libraries are constantly re-evaluated to assay their continued value and usefulness. In addition to the basic reference service, they include the following:

1. *Lists.* Practically all prepare publications lists of some sort. Many issue weekly or bi-weekly accessions lists. Most of those issuing monthly or less frequent lists hope to increase the frequency. They feel the monthly list offers "too little, too late." One busy library issues accessions lists weekly, lists of secret reports monthly and a list of trade catalogs quarterly. Bibliographies on single or related subjects are usually prepared only upon request, although one library prepares them on its own initiative, when the need for information in the field becomes apparent.

2. *Abstracts, briefs, news reports.* "Boiling down" lengthy publications to save executives' reading time, abstracting to call attention to publications of interest and news reporting—all forms of business writing—ap-

pear to be a new field of library service with which those in the west are just beginning to experiment. Several librarians said wistfully they wished they had more time for this sort of publicity. An active library serving the oil industry issues a daily news summary and two monthly digests that include abstracts of new material by subject. Another prepares a report of news items relating to the industry. A third library issues a weekly abstract bulletin of articles and patents in their field of interest. These abstracts are not critical; they simply call the attention of specialists to new information. A library serving the food industry prepares digests or briefs of any type of material—articles, pamphlets, reports, speeches, books—upon the request of management. An unusual news reporting service offered by a business library in western Canada is a clipping service covering important items from the press. This is circulated among company officials *three times a day!*

3. *Magazine routing.* Most libraries revise their routing lists annually, by circulating a title or subject list of periodicals available to those eligible for the service. In some cases the periodical is returned to the library after each routing. Others allow it to be sent from office to office and returned to the library after all have read it.

One research library handles periodical routing through a table-of-contents service. They issue a weekly mimeographed bulletin giving the tables of contents of all periodicals just received. Company executives check the titles of issues they want to see and individual circulation lists are compiled for each issue from these checklists. Result: when an executive receives a magazine he knows it contains something he especially wanted to read and will probably give it prompt attention. This library,

as well as many others, will be a ready user of the publishers' table of contents reprint service proposed and discussed in the September 1950 and January 1951 issues of *SPECIAL LIBRARIES*.

4. *Recreational reading.* Few western business libraries have collections for employees' recreational reading. Most reported this is against policy. In the libraries that do offer this service, best sellers, both fiction and non-fiction and "how-to-do-it" books (gardening, hobbies, home repair, etc.) prove most popular.

5. *Training and executive development.* In his recent article in *Personnel*, January 1951, p. 312, Robert R. Tufts discussed the wealth of published information available as training aids and stated, "Libraries, both company and public, should be integrated with training activity." Western business libraries are just beginning to participate in company training plans. Only a few make formal contributions. Some on their own initiative order and send new publications to their training or personnel department. One library contributes regularly to a continuing training program for company salesmen. Part of the training program for supervisors in an industrial organization is a forty minute talk by the librarian.

Another library has developed a planned reading program for executives. Launched last fall, it is designed to broaden the understanding and use of management tools and encourage self-education through reading and discussion. Basic subjects to be studied by all enrollees include human relations, work planning, communication, leadership and the development of executive ability. These will be followed by elective subjects based on individual job requirements. For each subject, the library sends the selected book direct to each enrollee. In addition, the library pre-

pare and mails to enrollees at intervals: (a) "Highlight," a brief advance review of the book to be studied, indicating its contents and pointing out chapters of special value; (b) "Study Schedule," a suggested reading plan setting up moderate weekly assignments; (c) "Reading Guide," an annotated bibliography of additional publications on the subject which may be borrowed from the library. A convenient order blank is attached. Two months are allotted for study of each subject. At the end of this period, regional meetings are held for group discussion on the reading program subject.

6. *Unlimited services.* Some libraries have assumed or been assigned new functions that at first may seem quite unrelated to the usual library services. A few serving large organizations are the purchasing agent for all published information used by company operations. Advantages of this service to the company are the trade and quantity discounts the library can obtain, plus the efficiency of centralized procurement. One library handles orders, billing and sales reports for a magazine sold through the company's stores. In this capacity, the library acts as purchasing agent, accounting department and statistician. Another library confers with departments on improving office filing systems, pinch-hitting for the methods or procedures department. These many services are indications of how the scope of business library service is being expanded.

Results of the "Interviews"

I "returned" from my "tour" of Pacific Coast libraries serving business and industry with renewed enthusiasm for special librarians and their demonstrated ability to analyze, plan and organize information services. I had set out to learn what they are doing to meet the problems presented by the west's rapid growth and the special in-

formation needs of business and industry in a controlled, wartime economy. To recap my findings, I believe that basically they are meeting this challenging situation in four ways:

1. They are expanding the scope of their collections. Business management information is being added to collections of technical and research data. There is more regional cooperation with public and university libraries through union lists and inter-library loans. Library associations, SLA, ALA, CLA, PNLA, library schools and their alumni encourage and aid this cooperation.

2. They are applying scientific W/S techniques to their operations. This has (a) cut both cost and time required to order and process publications so company personnel receive new information promptly; (b) enabled the librarian to initiate interest in the techniques of W/S and time and motion study in his own company.

3. They are offering personalized service. Knowing the special interest of company executives, the library staff notifies them by telephone or memo when new publications in their field are received. They are also participating in the indoctrination program for new employees.

4. They are providing unlimited services. Many of these functions may seem beyond the pale of academic librarianship, but special librarians have demonstrated that their training and experience equip them to shoulder new responsibilities.

By re-tooling its operations and gearing its services to the needs of business and industry, the special library of the west is enlarging its scope. Already it is more than a storehouse of knowledge; it has become a vital operation that merchandises a needed commodity called "information"—and merchandises it creatively, efficiently and profitably.

From the President's Desk

THE CHAPTERS OF SPECIAL LIBRARIES ASSOCIATION are an inspiration. To visit them and to see what each is accomplishing in a professional way is amazing.

Although it was an unofficial visit, the first stop on my trip East was in Indianapolis where a group of SLA'ers assembled at luncheon to greet me and to wish me a successful journey. At Cincinnati, the Chapter held a splendid meeting at the Hebrew Union College and enjoyed viewing the treasures there under the guidance of its enthusiastic librarian. In Pittsburgh, the center of many library activities, I was happy to include a visit to the office of TBRI which has been moved to attractive new quarters of its own. SLA is fortunate in having this service performed so efficiently at Carnegie. In Washington, an impressive luncheon meeting in the **Whithall Room** at the Library of Congress was attended by a large group of SLA'ers who were welcomed by the Librarian of Congress, Luther Evans. The Baltimore Chapter held a most enjoyable dinner meeting which was followed by animated discussion of SLA affairs.

A large number of members were present in New York for the Board and Council meeting, March 1-3. At the Board meeting on Thursday, the depleted staff at Headquarters was brought up to its 1948 level with the hiring of Austin A. Ballou as bookkeeper and Harry R. Snowden, Jr., as editorial assistant. The addition of these staff members should lighten the work at the Executive Offices.

A lively Council meeting was highlighted by the debate on the Reserve Fund at the afternoon session. The Divisions, which have been doing such an outstanding job for SLA, have been asking for additional allotments for some time. The Council proposed that a proposal to increase dues be brought

before the Association. All of the committee reports presented showed that progress was being made on our many projects. The chairman of the Constitution and By-Laws Committee suggested that the constitutional changes in regard to membership be dropped for the present time and this recommendation was received with applause by the Council. The Publications Committee announced that the new Science-Technology Manual will be ready soon. The Archives Committee is progressing with the index to the Executive Board minutes, and the Directory Committee will have a new Association directory ready in the next few months. After April 29 we will boast of 26 Chapters of Special Libraries Association, for on that date the new Colorado Chapter will be installed at Denver.

The Executive Board of the New York Chapter were hosts at dinner on March 1 to the Association Board, after which the New York Chapter members joined the group for a meeting at the New York Historical Society.

On the following Monday, the Boston Chapter entertained the president at the beautiful new library of the Massachusetts Institute of Technology. It was a privilege to meet so many in Boston whose names have made history in SLA and to discuss present day Association problems with them. Members from various cities in the Connecticut Valley drove many miles to attend the dinner meeting in Hartford. This group is working hard to complete its union list of serials.

A talk to an eager, attractive group of young people at the University of Toronto Library School was the beginning of a delightful two-day visit there. The graciousness of our members in this area leads me to prophesy that the Toronto Convention will be a gala event. Greetings were carried from To-

(Continued on page 156)

SLA In Action

A SPECIAL LIBRARY, as the name implies, is identified with an individual enterprise or research program. Its task is to assemble a comprehensive collection of information in some one field. It has in addition the obligation to make this information readily available to the organization of which it is a part, and maybe also to make it available to other users. In this concentration of effort a special library differs from a public library which serves a whole community in a broader way.

The special library functions as a clearing-house not only of specialized books but also of the knowledge of experts in the particular field. Without such a central clearing-house much time and effort is often lost in seeking needed information.

While the special library may not assemble all available books and information on its own shelves and in its own files, it has at hand the knowledge of where such other books and material are procurable.

In much the same way that a library within an organization can coordinate information resources, the Special Libraries Association acts as a clearing-house for the hundreds of establishments all over the country where access to information is of paramount importance. Its motto is "Putting Knowledge to Work." It represents, in its membership, organizations and individuals who are authorities in practically all fields of knowledge. Through the medium of the Association this great pool of knowledge can be tapped at will.

Membership in Special Libraries Association means participation in this professional effort. The librarian of a company is usually the company's acting representative in Association contacts and activities. Actually it is the contributions made by the companies themselves to the total pool of knowl-

edge as well as the problems they encounter in obtaining information which determines the program and activities of the Association.

The framework of the Association provides many practical avenues for getting at this mass of information. One of the most effective of these avenues is the opportunity for personal contacts and interchange of experience among members at meetings and conventions. The program allows for working gatherings at three levels: (1) those which include all special libraries in any one locality, called Chapter meetings; (2) those which include special libraries with a common subject interest such as advertising or chemistry, called Division meetings; and (3) the annual Association convention which serves to co-ordinate both approaches.

More often than not these meetings bring to light a need for facilities which would give easier and better access to information. Cooperative action can then be taken by the group to produce and publish the "tool" which the problem indicates. Such a tool might be a directory, a bibliography, a document index, an evaluation of business services, a periodical listing current publications or a manual on how to set up a special library. Publications of these and many other types have been developed under the Association.

This network of information sources and services made a useful contribution to the war effort, to government problems as well as to those of business and industry. Plans are already under way to cooperate with the defense effort.

This brief outline shows what the Association stands for and how it operates. As in any cooperative program, benefits usually come in direct proportion to participation.

ELIZABETH FERGUSON, *Chairman,*
Public Relations Committee.

SLA Faces the Future

Mr. Gibson is Assistant Librarian, Brown & Bigelow, St. Paul, Minnesota.

THE SPECIAL LIBRARIES ASSOCIATION, after an auspicious beginning, has reached a critical point in its career. The next five years will determine whether it becomes a hard hitting, aggressive, informational research group or whether it turns into just another one of the multitudinous organizations bordering upon mediocrity and having much to do about nothing.

At no previous time in industrial history have conditions been so compatible to the healthy growth of special libraries. Sales are high, profits are great and corporations have become increasingly research minded as the need for product diversification increases. New methods, modes or ideas relating to this industrial phase are greeted with a considerably greater amount of enthusiasm than they have been at any other time in the past decades. Furthermore, the continuing prosperity of industry has had and will continue to have a stimulating effect on the arts, the sciences and any other cultural pursuits which serve as focal points in the activities of special libraries not a part of industry.

In a "seller's market" of this kind no sizeable cultural or industrial organization should be without the services of a special librarian and library. It is the duty of the Special Libraries Association to see that they are well supplied. This is not the job of any one officer or group of officers in our organization, it is the job of every individual member acting in a concerted, concentrated, coordinated effort.

Generally speaking, libraries in the past have suffered from a lack of aggressive, forceful public relations. Many

were handicapped by tradition, others by stereotyped, misconceived ideas of what the library's place should be in the industrial or civic community. The Special Libraries Association must not be held back by negative concepts of this kind.

Our position is much the same as that of a small, specialized business subcontracting with a large firm to furnish a specific product to be used in the latter's industrial process. So long as the small business can continue to furnish the desired product efficiently and economically, its services will be retained. However, if production becomes sporadic and slack, the services of the small business will be dispensed with in favor of more efficient suppliers.

Continuing with the same line of reasoning, even the best, most efficient, modern producer of a special product such as ours will not do volume business as long as the product is unknown to potential users. Only through constant and judicious use of advertising can the best product find an expanding market. Furthermore, in any line of business the best work is turned out by those employees who are most satisfied with their lot. Job satisfaction is directly premised upon such things as security, recognition, opportunity for promotion and financial return. These factors must be guaranteed either by the small individual business or through joint cooperation of similar lines of small business working together as an association.

The forthcoming national convention in St. Paul, Minnesota, provides the jumping-off point for an integrated long-range program which can lead the Special Libraries Association to new heights. A bold program of forceful, public relations will provide the neces-

sary advertising for our "firm;" we know we have a quality product, it is up to us to create a greater demand for it. By doing so we will not only add favorably to the economic pressures governing our salary levels, we will also create new openings for other special librarians and libraries. As our numbers grow we will be able to provide for ourselves a system that will guarantee the tenets of job satisfaction.

With a sufficient increase in membership, our Association can adopt a far reaching, forward-looking plan for insurance, hospitalization and pensions. In this way job security will not be entirely dependent upon the employer to whom we are subcontracting at the moment. A change of employer will no longer mean the loss of benefits built up through previous years of service.

To "come of age" we must constantly reach for higher standards in efficiency

and the improvement of our "product." Yet, the extra effort put forth in striving for these higher standards must also offer personal benefits to justify the effort. The jobs that will provide these benefits are dependent on the demand for our product. The demand for our product is premised on awareness of its superiority by the potential customer. Awareness of our product's superiority can only be brought about by active public relations. Each of these factors is an integral function of the other. Together they can provide the chain reaction necessary to propel the Special Libraries Association to the top of the library world.

The time has come for us to measure ourselves against the standards of modern industry. Either we are a professional organization or we are not. Now is the time for us to stand up and be counted.

SLA Division Highlights

Science-Technology Division — Metals Section

Convention Program: To complete last year's Symposium on Technical Societies and their Publications, the 1951 convention program will be devoted to foreign societies and publications covering ferrous and non-ferrous metallurgy and engineering. Morris Schrero, chairman, has scheduled papers by the following outstanding individuals; Mrs. Moira C. Jones, librarian, Aluminum Laboratories, Ltd.; Dr. Iver Igelsrud, librarian, Battelle Memorial Institute; and N. Imogene Copps, engineering librarian, and Prof. E. C. McClintock, in Charge, Engineering Library, University of Virginia. These papers should be an invaluable guide to the many important foreign societies and their publications. Titles and abstracts will be published later.

It is hoped an informal meeting can be held to plan the Directory of Foreign Alloys proposed by Grace Bogart. If a standardized form is used by all members collecting data, it should be possible to compile a very useful

directory without too much drudgery.

Several individuals have suggested another informal meeting to discuss the translation holdings of members of the Section and their willingness to co-operate in direct loans since few translations on metals seem available through the SLA Translation Index.

World Metallurgical Congress: The regional meeting in Chicago last October in conjunction with the National Metal Congress was of such interest another is being planned for the 1951 Congress to be held in Detroit. This will be a "World Metallurgical Congress" with delegations coming from most of the free countries. Some delegates have expressed an interest in meetings on classification, bibliography, etc., and it is hoped a number of open meetings on these subjects can be arranged.

SARA M. PRICE,

*Division Liaison Officer and
Chairman, Division Relations Committee.*

Proposed Amendment to SLA Constitution

The undersigned propose to the membership of the Special Libraries Association that the last sentence of Section 5, Article II, of the Constitution of this Association be amended from:

In addition to all privileges of Active membership, the designated representative of an Institutional member shall be entitled to receive all publications of the Association free during the term of membership except those that the Executive Board may designate as self-sustaining.

to read:

In addition to all privileges of Active membership, the designated representative of an Institutional member shall be entitled to receive all publications of the Association at a 50 percent discount.

Ruth H. Hooker
Katherine K. Weed
Elsa S. Freeman
Evelyn P. Stone
Helene M. Gingras
Marie L. Taylor
Lola Wyckoff Stephens
Ruth W. Dabney
Marion E. Bonniwell
Lucille Achauer
Pauline C. Ramsey
Eugene B. Jackson
Ruth L. Jackson
Helen Williams
Grace E. Bogart
Edna R. Ralston
H. Polak
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Marguerite Ritchie
Stella Derksen
Mildred Benton
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Elizabeth Droppers
Vivian F. Grove
Ethel S. Klahre
Mary Grace Harrington
Elizabeth B. Burrows
Gladys R. Haskin
Ella Tallman

EXPLANATION OF PROPOSED AMENDMENT

Because the last sentence of Section 5, Article II, of the Constitution of the Special Libraries Association now reads:

In addition to all privileges of Active membership, the designated representative of an Institutional member shall be entitled to receive all publications of the Association free during the term of membership except those that the Executive Board may designate as self-sustaining,

it is the belief of some members of this Association that this causes hardship on those individual members who wish to buy the publications. This hardship is caused by the fact that our printings are almost always comparatively small while our potential "free" copies (to Institutional members) are comparatively large (printing usually 1000 to 2000 copies, Institutional members entitled to receive free copies, over 600). This frequently means that the price of a publication is from one-third to one-half more than it would need to be if there were no free copies. This is true because SLA publications are priced to cover the entire cost of all copies plus a certain profit. It is believed that it would be just as advantageous to Institutional members, and far more just to individual members if Institutional members could buy all publications at 50 percent discount (no publications in the so-called self-sustaining class). In general, 50 percent of the sale price would cover the actual production cost of most publications.

Off the Press¹

The current numbers of the *Official Gazette* of the United States Patent Office, and all the current patents issued by the Patent Office, are now available on microcards from Towsley Microcards, Inc., 41 East 42nd Street, New York 17, N. Y.

Each weekly volume of the *Official Gazette* will be reproduced as soon as it is issued by the Patent Office and should be in the mail to subscribers within two weeks of the date of the original publication. The price will be \$4 per thousand pages, postpaid, payable in advance, to the amount of \$80. Any overage or deficit will be adjusted at the end of the year. No definite plans can be announced as to the program for the reproduction of the preceding volumes of the *Official Gazette* but there is every intention of reproducing such back numbers beginning with the 1949 volumes as soon as customers indicate those years in which they are interested.

Towsley also offers a new service for the reproduction and distribution on microcards of all the patents issued by the United States Patent Office on or after January 1, 1951. These microcards will be sold on a subscription basis only, without selection, continuously by number, at 2 cents per patent. On an average there will be approximately 9 patents to a card. The idea behind this service is to make available a master set for reference pur-

poses. Firm orders for units of 25,000 patents, which is approximately the number issued in one year are invited for the sum of \$500 payable in advance. The microcards will be mailed to subscribers once a week approximately within two weeks of the date of the original issuance. It is the intention to reproduce in this same way patents already issued as far back as the demand warrants, and also patents, current and back numbers, issued by all the foreign governments which make such patents available. Customers are urged to advise as to their interest in such extended service.

Reading machines for the purpose of reading microcards are likewise available at the price of \$162.50 FOB La Crosse, Wisconsin. There is also ready for immediate delivery the following scientific literature on microcards:

Beilstein's *Handbuch der Organische Chemie*, 55 vols. \$194.

Zeitschrift für Physikalische Chemie, 258 vols. \$708.

Annalen der Chemie (better known as Justus Liebig's *Annalen*), with supplements and indices, 554 vols. \$1,008.60.

Annalen der Physik, 508 vols. \$1,420.

Berichte der Deutschen Chemische Gesellschaft, 77 vols, \$1,167.80.

Kolloid Zeitschrift, 107 vols. \$225.40.

Samples have been prepared of both the *Official Gazette* and patents which will be mailed upon request. The microcard is the size of the standard 3" x 5" library card and will hold 100 or more pages of a printed book or typewritten manuscript.

¹ Where it is possible the editor has given prices for publications noted in this section. The omission of a price does not necessarily indicate that the publication is free.

SUPERVISING LIBRARY PERSONNEL was first issued in 1949 under the title, **SUPERVISION, A MANUAL** by Adra M. Fay. This personnel manual from the Minneapolis Public Library created such interest that the library could no longer honor requests for it. The American Library Association has therefore issued it so that it can be made more widely available. It is a good, straightforward and handy compilation of the highlights of good supervision and is sufficiently general that it can be used by almost any large or medium-sized library. (Chicago, Illinois, American Library Association, 1950. 23pp. 50 cents)

* * *

One of the greatest documentation and microfilm publication projects ever undertaken, dealing with the historical resources of the United States, has been completed jointly by the Library of Congress and the University of North Carolina. The project, entitled **A GUIDE TO THE MICROFILM COLLECTION OF EARLY STATE RECORDS**, launched in 1941 but suspended for most of the war years, has succeeded in locating, microfilming and organizing the earlier legislative, judicial and executive records of the forty-eight States and their various territorial and colonial predecessors.

The product, which involved over 60,000 miles of travel in its acquisition, is on 1700 reels of microfilm, of approximately 100 feet each in length. The film reproduces some 2,500,000 pages, the equivalent of a series of more than 8300 books of 300 pages each. The film, if unrolled, would stretch over 30 miles; yet it can be stored in less than 26 cubic feet of space.

An 800-page guide to the contents of the microfilm reels has also been published by the Library and is available for purchase at \$5 a copy. Positive copies of any reel of the film may be obtained from the Library's Photoduplication Service at \$15 per 100-foot reel, or \$22,400 for the entire collection.

Have you heard....

Mrs. Louise Clickner Honored by U. S. Department of Commerce

At the Third Annual Honor Awards Program of the United States Department of Commerce, Mrs. Louise H. Clickner, was the recipient of a Meritorious Service Award "for service of unusual value to the Department." This award was presented in recognition of Mrs. Clickner's "contributions to the development of the Municipal Reference Service as one of the outstanding governmental reference libraries in the United States." Since its or-

ganization, Mrs. Clickner has been the librarian of the Municipal Reference Service of the Census Bureau's Governments Division.

The recommendation for this award noted that Mrs. Clickner has acquired a nation-wide reputation in the field of local governmental reference material. In addition to her professional activities in connection with the Census Bureau, her participation in the activities of the Special Libraries Association over a period of years also was considered. At the present time Mrs. Clickner is chairman of the Public Administration Section of the national Social Science Division and vice chairman of the Washington Chapter's Social Science Group.

Chicago Medical Society Moving to Crerar Library Building

The Chicago Medical Society expects to move about May 1, 1951, into space in the John Crerar Library Building.

Three years ago the Board of Directors of the library adopted the policy of encouraging societies to establish offices in the Crerar Building, the purpose being to develop a Science Center. At present the Institute of Medicine, The Western Society of Engineers, the Chicago Section, American Chemical Society and Chicago Chemists Club are established in the library building or the adjacent, connected, 84 East Randolph Street.

The Trustees of the Chicago Medical Society at the January 16, 1951, meeting voted a contribution of \$2500 to the John Crerar Library. The library has for many years maintained its reputation of providing library facilities to medical students and research problems.

Honors Come to Two Members of the Western New York Chapter

Wilma Kujawski, librarian at Distillation Products, Rochester, New York, in December 1950, announced the publication of an "Annotated Bibliography of Vitamin E, 1940-50." *Kodakery* hailed it as a unique and virtually complete index to all scientific work done with the Vitamin during the ten years through the end of 1949, listing 1562 articles with abstracts of many. It is to be distributed to persons in the nutrition, medical, and veterinary fields and the medical and scientific libraries.

The *Kodakery* release cited Miss Kujawski's research, her handling of translations from more than eight languages, translating the French and German herself, the editorial matters of style, and the compiling of reference lists from chemical abstracts and other indexes to the literature. In January, a Rochester radio station named Wilma Kujawski, the "Citizen of the Day."

Mrs. Catherine Mack, for thirty years a member of Corning Glass Works' Research Laboratory personnel, has been appointed librarian of the Corning Museum of Glass Library to be located in the Corning Glass Center.

All material on the art and techniques of glassmaking prior to 1900 will be housed in the new library. Similar material regarding advances in glass technology and economics since the turn of the century will remain in the present Corning Glass Works Library.

Pyrha Sheffield Completes Quarter-Century as Librarian of Portland Cement Association

Pyrha B. Sheffield, for twenty-five years the Portland Cement Association's head librarian in its Chicago general headquarters, was recently presented a wrist watch by Frank T. Sheets, Association president, in honor of her quarter-century of service.

Miss Sheffield joined the Portland Cement Association in 1920. She served the Association until 1927, and then returned in 1933 to again take charge of the PCA library. During the years of her service as head librarian, the Association library has become recognized as one of the finest specialized technical libraries on cement and concrete in the world.

1951 Meeting of the American Association of Law Libraries

Final details are now being arranged for the 1951 meeting of the American Association of Law Libraries to be held in the Copley Plaza Hotel, Boston, Mass., June 25-28. Complete information will appear in forthcoming issues of the *Law Library Journal*.

Woodrow Wilson Rehabilitation Center Library

Word has been received from Congressman and Mrs. John Kee that a generous contribution of books has been received by them for the Woodrow Wilson Rehabilitation Center Library as a result of the appeal which appeared in the December 1950 issue of *SPECIAL LIBRARIES*.

Readers will recall that the Congressman and Mrs. Kee are sponsoring the establishment of a library at the Center which until recently had no library facilities whatsoever. Those who wish to donate books or musical recordings should address them to Mrs. John Kee, New House Building, Washington, D. C.

A Table of Contents Reprint Service—Further Comment

From Gwendolyn Graham, head, Business-Technology Department, Ferguson Library,

Stamford, Connecticut, comes an added comment on the subject of a table of contents reprint service, which was originally brought to the attention of readers of *SPECIAL LIBRARIES* in Mrs. Alice Gazin's article in the September 1950 issue. Miss Graham's letter reads as follows:

"It has interested me to see the article about a table of contents reprint service (*SPECIAL LIBRARIES*, September 1950) and the comments from readers, (*SPECIAL LIBRARIES*, January 1951). The idea is excellent but I note that neither article has mentioned that it was done before—and failed. An index was issued in 1938 and lasted about a year. I remember one of my readers, an editor of a scientific journal with a string of earned degrees, saying it was such a good idea he wished he had thought of it first and why hadn't it been done before. The monthly magazine, primarily covering technical periodicals, was about the size of a slim *Reader's Digest*, off-set showing the tables of contents as printed, plain cover. I think it was a commercial venture, but I do not seem to recall the publisher nor the title! It may have been something like *Technical Digest*. Its only fault was the small size type to which some of the larger periodicals had to be reduced.

"I used it for finding articles in my field—*aeronautics* at that time—in periodicals specializing in other subjects. For instance, high altitude effects on pilots in a medical journal which I would not have picked up so soon ordinarily. However, using it for circulation instead of the individual periodical is another interesting application."

Addendum

In the article entitled "Library Purchasing Practices" by Mabel Wilkerson, which appeared in the January 1951 issue of *SPECIAL LIBRARIES*, reference was made to librarians using the "Books Wanted" columns of *Publishers' Weekly* for obtaining their out-of-print wants.

Since January 1, 1948, the "Books Wanted" and "Books for Sale" columns of *Publishers' Weekly* have been incorporated into a separate magazine, *Antiquarian Bookman*, which is devoted exclusively to this special field. To those of our readers who may be unfamiliar with this periodical, a specimen copy will be sent free upon application to the publishers, the R. R. Bowker Co., 62 West 45 St., New York 19.

Advertising is open to libraries, both general and special, in this periodical, but the publishers suggest, on the basis of twenty-five years' experience in the field, that librarians would be best served were they to turn their lists of "Books Wanted" to a single bookseller specializing in their field.

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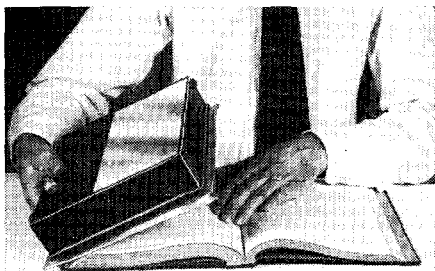
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(* names on request)



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From the President's Desk

(Continued from page 148)

ronto to the Western New York group, as these two Chapters have been holding regional meetings in the past few years. Members came from distant points to attend the all-day meeting at Rochester and much enthusiasm for SLA was shown.

To meet members of SLA in their home cities, to discuss with them the problems before the Association, and to receive the benefit of their opinions has been a glorious experience. To have enjoyed the warmth and hospitality of so many Chapters is a privilege without equal.

ELIZABETH W. OWENS, *President.*

The Sun Oil Company Library

(Continued from page 141)

partment's research division. Except for reference work, it is a "one-man" library; the librarian has only occasional clerical help. Reference work is divided among the research staff members. The librarian answers the more general questions and supplies source materials to the other members of the staff.

Along with the physical task of setting up the library, a considerable amount of essential administrative work has been accomplished. During the first year of operation a library manual was prepared. Largely devoted to policy, it was incorporated in the department's manual of organization and has proved invaluable. Procedures described have been achieved as rapidly as possible.

The librarian often has the pleasure of applying library "know-how" to problems in other divisions of the depart-

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ment. House publication indexes, individual files, and advice in planning a punched card index to our collection of photographs and slides have all proved interesting.

Library holdings and suggestions for purchase must always be considered in the light of space limitations. With an area of 21 by 24 feet, every inch of space must be utilized. In fact, with the small area and the large volume of work to be turned out, the librarian often feels like a silkworm—taking in raw material, preparing it for use, but leaving the threads for someone else to construct into articles of value, strength and beauty.

The U. S. Tariff Commission Library (Continued from page 134)

Library Service

The library was established primarily for the use of the Tariff Commission's experts, economists and legal specialists in their research work. However, to a limited extent the public is admitted. Thus other government departments, representatives of industry and business, lawyers and patent specialists, college professors, graduate students, authors, and even representatives of foreign countries find their way to this storehouse of accessible information.

The questions asked by these visitors are interesting and stimulating. Recently, for instance, a representative of one of the country's large industries asked for information on American valuation. All available material was placed before him, including the *U. S. Limoges Commission Report* which was published in 1912, and was in great demand during tariff proceedings in 1922. There are only two or three copies of this rare volume in Washington. After careful examination of the report the visitor stated that a certain branch of the chemical industry could have saved

Imported From London...

The Queen Mary docked in February with stocks of the 1951 editions of:

YEAR BOOK AND GUIDE TO SOUTHERN AFRICA

With Atlas

878pp. \$3.

YEAR BOOK AND GUIDE TO EASTERN AFRICA

With Atlas and Folding Map

482pp. \$3.

RECOMMENDED by both Mudge and Minto, these Guides have been the standard reference source for African facts and figures for many years. Both books have an atlas of sectional maps in color and both contain much interesting historical data.

Other material presented covers a wide range of subjects: topography — climate — resources — government — travel — hunting — game preserves — flora — fauna — monetary and other standards — principal cities — points of interest — costs, and many other interesting and essential facts for the merchant, banker, traveler, and student.

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thousands of dollars had it seen the chapter on valuation.

From the beginning economy, commensurate with good service, was the watchword and the need was ever present for devising workable, labor-saving short cuts without crushing the enthusiasm or taxing the strength and patience of the personnel. The book collection grew faster than the staff and threatened to outgrow its quarters. Drastic measures were necessary to keep the size of the collection under control. This has been remedied to some extent by continuous discarding of outdated duplicates and publications of temporary value. Only basic material is considered important for an effective research library. Another method of volume control permits the commodity divisions to clip for their files the periodicals of minor or current importance, instead of binding them as formerly.

Only standard periodicals, of permanent value in the various fields are bound. This reduces the binding cost and saves considerable space.

Library Personnel

And how, do you ask, is this compact and comprehensive service administered? After the last World War the library staff consisted of eleven members. Then came the economy program of Congress by which the Commission's appropriation, which had never been excessive, was cut to the bone. This meant a reduction in personnel throughout the Commission. The library force dwindled to seven and at various times has been limited to six.

At present the library personnel consists of a librarian, one assistant librarian and head cataloger, one cataloger, one reference and general assistant, one legislative reference assistant and one clerk-stenographer. The five professional employees share in the reference work and each pinch-hits wherever necessary. It can readily be seen that the

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members of the entire staff have their hands full. All of them are well equipped and genuinely interested in their work. Their friendly and accommodating attitude convinces one that service is the *raison d'être* of libraries. The Commission's personnel feels at home in its library and our visitors return.

A Business Library Within a Public Library

(Continued from page 132)

Thirty-eight states in the Union, District of Columbia, Alaska, Hawaii and eighteen countries outside the United States are represented on the mailing list for the bulletin, the handling charge for which is \$1 for two years.

There can be no doubt but that this public relations program has made the business community feel a partnership-like interest in the library. Commercial and trade associations, corporations, societies and individuals have volunteered their convictions in unmistakable terms when matters of legislation and appropriations have arisen. The Chamber of Commerce, traditionally conservative on any issue involving an increased tax burden on the community, endorsed a substantial increase in the library's budget request because of its value to the business and industrial community. On another occasion the local chapter of the American Trade Association Executives, whose membership comprises over 14,000 industrial firms, signed a petition directed to the Budget Commission for support of the library at a time when millions were spent for relief and tax supported educational institutions found the going hard.

Still another instance indicative of the close relationship which exists between Cleveland's business executives and its library was seen when one trade association's manager took his own

Just Off the Press!

SLA Transactions

of the

41st Annual Convention

THE PAPERS given at the General Sessions and those presented at the individual Group meetings are herein presented in print for the first time. Included also are the reports of Association Officers, Chapter and Group Officers, Committee Chairmen and SLA Representatives.

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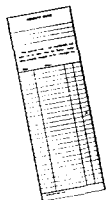
More and more organizations are becoming interested in supplementing the library's funds as a means of furthering research in their fields. Recently the Cleveland Fashion Group and the Cleveland Shippers' Council made contributions which, in turn, enabled the library to add books and magazines on fashion as a business and on traffic management which otherwise could not have been purchased. This is a phase which merits further exploration.

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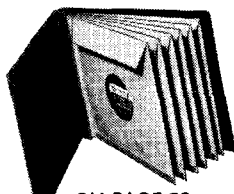
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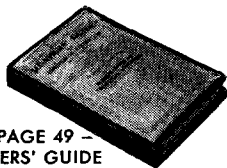
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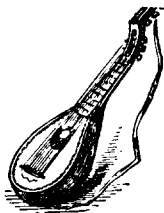
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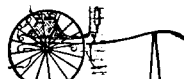


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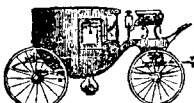
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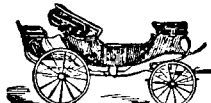
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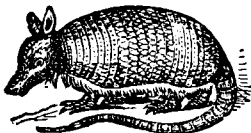
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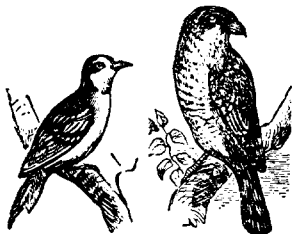


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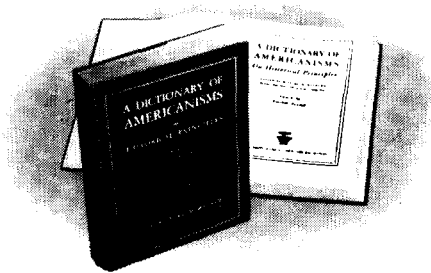
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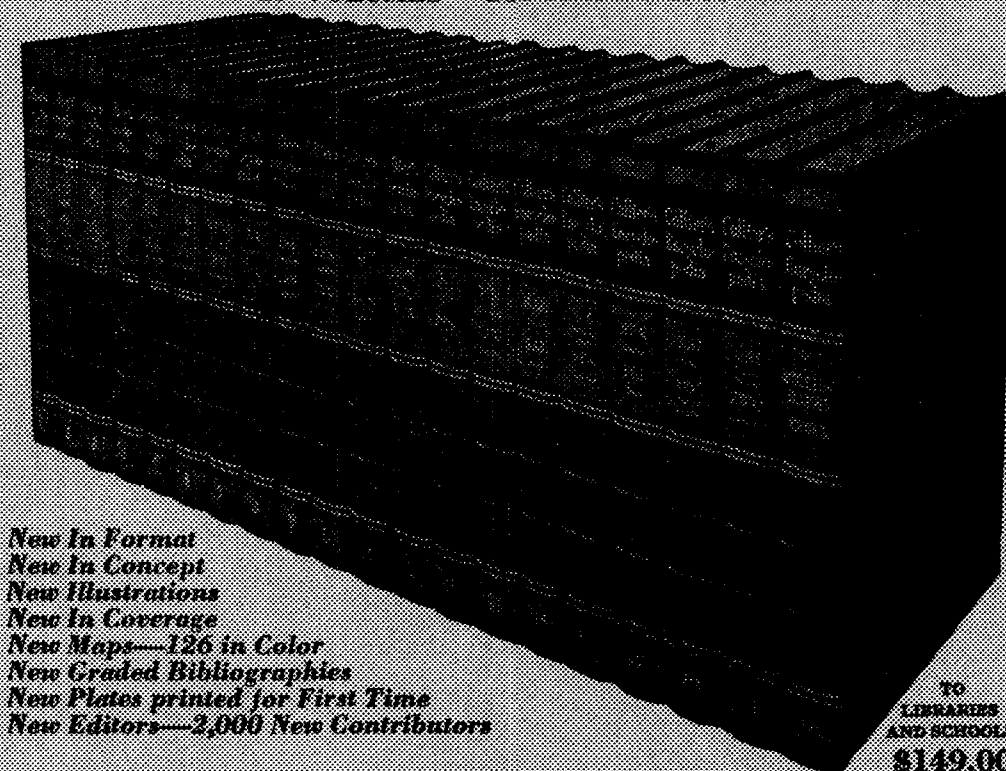
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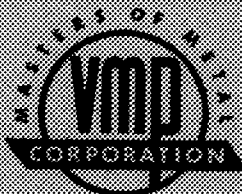
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